

# Monarch High School Marketing Program Principles of Marketing Curriculum Essentials Document



## Introduction

(The Principles of Marketing class is a part of a pre-developed and paid for program called the High School of Business. Curriculum written by MBA research as a not for profit organization)

More U.S. college freshmen declare majors in business than in any other major.

In 2010, 13.7% of incoming freshmen at four-year colleges or universities chose to major in business. That figure does not consider students who chose a business major at two-year colleges. (Source: The American Freshman: National Norms Fall 2010, University of California at Los Angeles Higher Education Research Institute, [UCLA, 2010]).

Unfortunately, only a small percent of students have prepared for college business administration programs through high school business education and marketing education programs. This offers us an opportunity to prepare students to excel in college business programs.

The purpose of the High School of Business™ is to offer college-prep students the opportunity to excel in a near college-level business administration program while still in high school. It offers challenging, rigorous courses through a program that provides both breadth and depth of business knowledge and bridges the gap between academic learning and how it is used to solve complex business problems.

The High School of Business™ experience consists of a series of six core business administration courses, two optional courses, and two sets of enrichment activities designed to provide a business context for a school's existing math and English courses (Appendix A). The third core course is Principles of Marketing.

"Marketing" is defined and used differently by individuals and organizations. Some use it to mean exclusively "advertising/promotion," while others focus on its research aspect. Others include a mix of activities that address product, place, price, and promotion considerations.

The American Marketing Association redefined marketing in 2004 to mean "an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders." At the end of 2007, the American Marketing Association updated its marketing definition to "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."

The United Kingdom's Chartered Marketing Institute, the largest marketing organization in the world in terms of membership, defines marketing as the "management process of anticipating, identifying and satisfying customer requirements profitably." These definitions indicate that marketing is a process that involves a variety of activities focused on customers and profitable execution of those activities, including, but not limited to, marketing research, promotion, pricing, product/service management, channel management, and selling.

Marketing, therefore, is a multi-faceted, critical business function that is under-girded by such social sciences as economics, psychology, and sociology. Its successful performance depends on the application of mathematics and English principles, the use of scientific problem solving, and the application of technology to marketing situations and problems.

The pace at which marketing activities are changing has accelerated due to environmental shifts taking place in the business world: downsizing, outsourcing, off-shoring, mergers, global competition, world markets, and technological innovations. These changes impact the skills, attitudes, and abilities needed for success in today's workplace. Effective Marketing Education provides those skills.

To that end, the Principles of Marketing course has been developed to introduce students to marketing functions and their application and impact on business operations.

Using a project-based course of study, students will master the performance indicators in Section 3 of this guide by conducting primary and secondary research, working in teams and as individual project members, and applying current technology for project completion.

The Principles of Marketing curriculum should:

- Encourage students to think critically about the business world
- Stress the integration of and articulation with academics such as language arts, mathematics, and social studies
- Provide a foundation to support advanced study in business
- Enable students to acquire broad understandings of and skills in business so that they can start to narrow their selection of college business major
- Enable students to understand and use technology to perform classroom activities
- Stress the importance of interpersonal skills in diverse societies
- Foster a realistic understanding of the business environment
- Foster an understanding and appreciation of business ethics
- Utilize a variety of types of interactions with the business community

The business administration curricular structure consists of four tiers of specificity: Business Administration Core, Cluster Core, Pathways, and Specialties. The content of the broad-based Business Administration Core is fundamental to an understanding of business and can be viewed as co-requisites and as prerequisites for the Principles of Marketing course.

The content of the Business Administration Core should be mastered in order for cluster-specific content to have relevance to student learning. There are 13 Business Administration instructional areas: Business Law, Communications, Customer Relations, Economics, Emotional Intelligence, Entrepreneurship, Financial Analysis, Human-Resources Management, Information Management, Marketing, Operations, Professional Development, and Strategic Management.

The Cluster Core tier represents the skills and knowledge that were identified as common across the Pathways in a cluster. For example, the Finance Cluster Core is composed of seven instructional areas: Compliance, Customer Relations, Financial Analysis, Financial-Information Management, Product/Service Management, Professional Development, and Risk Management.

The fourth tier, Specialties, focuses on specific job opportunities that are tied to a pathway. The job opportunities identified in the Specialties require knowledge and skills unique to a product or service. In Marketing, for example, Specialties for the Professional Selling Pathway include pharmaceutical sales, advertising sales, heavy-equipment sales, and medical-equipment sales.

Thus, the business curriculum can be viewed as a continuum that begins in the primary grades with career awareness and exploration and continues through postsecondary education with the emphasis becoming more specialized to the learner's individual interest in business. The graph depicting the relationship among the four tiers is shown in Figure 1.

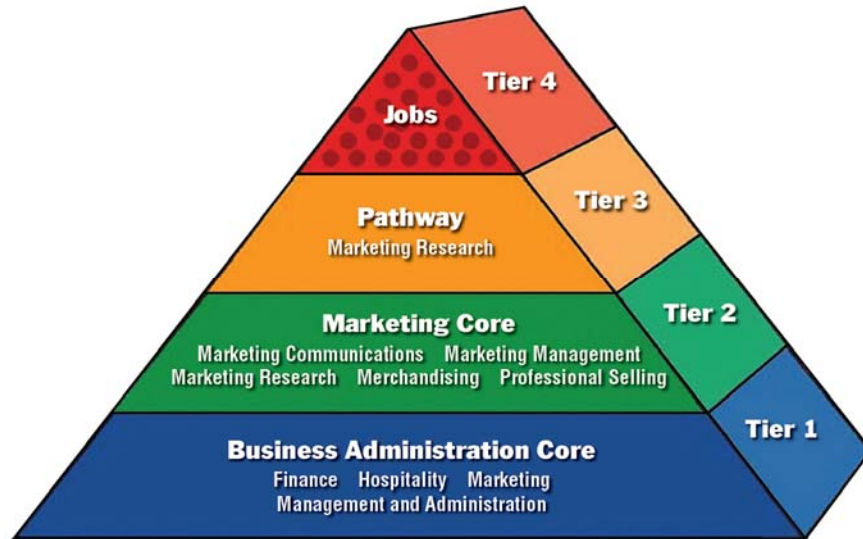


Figure 1. Relationship of Tiers

Within each tier, the curricular content has been organized into Knowledge and Skill Statements, Performance Elements, and Performance Indicators. The Knowledge and Skill Statements are broad-based content standards. They identify what students should know and be able to do as a result of instruction in any of the business-related clusters. These statements encapsulate the overarching intent/purpose of a work function. The Knowledge and Skill Statements identified for the Business Administration Core are:

**Business Law:** Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

**Communication Skills:** Understands the concepts, strategies, and systems used to obtain and convey ideas and information

**Customer Relations:** Understands the techniques and strategies used to foster positive, ongoing relationships with customers

**Economics:** Understands the economic principles and concepts fundamental to business operations

**Emotional Intelligence:** Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

**Entrepreneurship:** Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

**Financial Analysis:** Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

**Human Resource Management:** Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize human resources

**Information Management:** Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

**Marketing:** Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

**Operations:** Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

**Professional Development:** Understands concepts, tools, and strategies used to explore, obtain,

and develop in a business career

**Strategic Management:** Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

The second tier of specificity represented those skills and knowledge that were identified as common across the five marketing pathways. The instructional areas addressed in this tier include Channel Management, Marketing-Information Management, Market Planning, Pricing, Product/Service Management, Promotion, and Selling. The Knowledge and Skill Statements identified for the Marketing Core are:

**Channel Management:** Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels

**Marketing-Information Management:** Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions

**Market Planning:** Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

**Pricing:** Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

**Product/Service Management:** Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities

**Promotion:** Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

**Selling:** Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities

Each Knowledge and Skill Statement is composed of multiple Performance Elements. These statements are broad-based work or cognitive performances that aid in defining the Knowledge and Skill Statements. The Performance Elements addressed in this course are:

## **Marketing**

Understand marketing's role and function in business to facilitate economic exchanges with customers.

### **Channel Management**

Acquire foundational knowledge of channel management to understand its role in marketing.

### **Marketing-Information Management**

Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Understand marketing-research activities to show command of their nature and scope.

Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.

Understand data-collection methods to evaluate their appropriateness for the research problem/issue.

### **Market Planning**

Develop marketing strategies to guide marketing tactics.

Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

### **Pricing**

Develop a foundational knowledge of pricing to understand its role in marketing.

### **Product/Service Management**

Acquire a foundational knowledge of product/service management to understand its nature and scope.

Apply quality assurances to enhance product/service offerings.

Employ product-mix strategies to meet customer expectations.

Position products/services to acquire desired business image.

Position company to acquire desired business image.

### **Promotion**

Acquire a foundational knowledge of promotion to understand its nature and scope.

Understand promotional channels used to communicate with targeted audiences.

### **Selling**

Acquire a foundational knowledge of selling to understand its nature and scope.

Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

Content developmental aspects:

Content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior.

Content develops skills and knowledge needed for continued employment in or study of business based on the application of basic academics and business skills.


Content provides in-depth, solid understanding and skill development in all business functions.

Content provides the same in-depth, solid understanding and skill development in all business functions as in the specialist curriculum, and in addition, incorporates content that addresses the supervision of people.

Content develops strategic decision-making skills in all business functions needed to manage a business or department within an organization.

Content develops strategic decision-making skills in all aspects of business that are needed to own and operate a business.

## Principles of Marketing Overview

Course Description	Topics at a Glance
<p>A project-based business course that develops student understanding and skills in the functional areas of marketing: channel management, marketing-information management, market planning, pricing, product/service management, promotion, and selling. Students acquire an understanding and appreciation of each of the marketing functions and their ethical and legal issues. Decision matrices are employed to aid in market planning</p>	<p><b>Channel Management:</b> Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels</p> <p><b>Market Planning: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience</b></p> <p><b>Pricing:</b> Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value</p> <p><b>Marketing-Information Management:</b> Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions</p> <p><b>Product/Service Management:</b> Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities</p> <p><b>Promotion:</b> Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome</p> <p><b>Selling:</b> Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities</p> <div style="text-align: center;">  <p><b>DECA</b> prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management in high schools and colleges around the globe. (Integral part of participation in this course)</p> </div>
Assessments	
<ul style="list-style-type: none"> <li>• Project-Based Learning</li> <li>• Formative and Summative evaluations</li> <li>• Classroom Blogs and Brainhoney learning center applications</li> <li>• Marketing Research Projects</li> <li>• Online assessment by the MBA research High School of Business program team</li> </ul>	<p>This is the Marketing course in the High School of Business curriculum strand. All High School of Business course content is copyright protected and offered under a licensing agreement to national site schools across the U.S. The licensor of the High School of Business program is MBA Research and Curriculum Center, which is headquartered in Columbus, Ohio. It is a not-for-profit publisher funded and operated by a consortium of 37 state education departments for over forty years.</p> <p>Monarch High School was accepted to become a High School of Business national site in 2007. In May 2008, the BVSD Board of Education approved Monarch's High School of Business and the curriculum strand that includes this course. Subsequently, the Colorado Career and Technical Education Program Director for Business and Marketing authorized this course for State Programs 3414 (Business) and 3997 (Marketing), which are established at Monarch High School.</p> <p>MBA Research and Curriculum Center is recognized by the State Directors of Career and Technical Education as a lead partner in the development of curriculum for three recognized Career Clusters. In that role, the organization has been instrumental in the overall design of content models and in the training of teachers to implement specific models nationwide. In addition, MBA Research partners with DECA, which the Career and Technical Student Organization integrated into this course.</p>

## **Prepared Graduates**

The preschool through twelfth-grade concepts and skills that all students who complete the Colorado education system must master to ensure their success in a postsecondary and workforce setting.

### **1. CTE Essential Skills: Academic Foundations**

ESSK.01: Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.

Prepared Graduate Competencies in the CTE Essential Skills standard:

- Complete required training, education, and certification to prepare for employment in a particular career field
- Demonstrate language arts, mathematics, and scientific knowledge and skills required to pursue the full range of post-secondary and career opportunities

### **2. CTE Essential Skills: Communications Standards**

ESSK.02: Use oral and written communication skills in creating, expressing, and interrupting information and ideas, including technical terminology and information

Prepared Graduate Competencies in the CTE Essential Skills standard:

- Select and employ appropriate reading and communication strategies to learn and use technical concepts and vocabulary in practice
- Demonstrate use of concepts, strategies, and systems for obtaining and conveying ideas and information to enhance communication in the workplace

### **3. CTE Essential Skills: Problem Solving and Critical Thinking**

ESSK.03: Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams using creativity and innovation.



Prepared Graduate Competencies in the CTE Essential Skills standard:

- Employ critical thinking skills independently and in teams to solve problems and make decisions
- Employ critical thinking and interpersonal skills to resolve conflicts with staff and/or customers
- Conduct technical research to gather information necessary for decision-making

#### 4. CTE Essential Skills: Safety, Health, and Environmental

ESSK.06: Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance

Prepared Graduate Competencies in the CTE Essential Skills standard:

- Implement personal and jobsite safety rules and regulations to maintain safe and helpful working conditions and environment
- Complete work tasks in accordance with employee rights and responsibilities and employers obligations to maintain workplace safety and health

#### 5. CTE Essential Skills: Leadership and Teamwork

ESSK.07: Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives

Prepared Graduate Competencies in the CTE Essential Skills standard:

- Employ leadership skills to accomplish organizational skills and objectives

## 6. CTE Essential Skills: Employability and Career Development

ESSK.09: Know and understand the importance of employability skills; explore, plan, and effectively manage careers; know and understand the importance of entrepreneurship skills

Prepared Graduate Competencies in the CTE Essential Skills standard:

- Identify and demonstrate positive work behaviors and personal qualities needed to be employable
- Develop skills related to seeking and applying for employment to find and obtain a desired job

## COLORADO COMMUNITY COLLEGE SYSTEM CAREER & TECHNICAL EDUCATION TECHNICAL STANDARDS REVISION & ACADEMIC ALIGNMENT PROCESS

Colorado's 21st Century Career & Technical Education Programs have evolved beyond the historic perception of vocational education. They are Colorado's best kept secret for:

- Relevant & rigorous learning
- Raising achievement among all students
- Strengthening Colorado's workforce & economy

Colorado Career & Technical Education serves more than 116,000 Colorado secondary students annually through 1,200 programs in 160 school districts, 270 High Schools, 8 Technical Centers, 16 Community Colleges & 3 Technical Colleges. One of every three Colorado high school students gains valuable experiences by their enrollment in these programs.

### ALIGNMENT REQUIRED BY SB 08-212

#### **22-7-1005. Preschool through elementary and secondary education - aligned standards - adoption - revisions.**

2(b): In developing the preschool through elementary and secondary education standards, the State Board shall also **take into account any Career & Technical Education standards** adopted by the State Board for Community Colleges and Occupational Education, created in Section 23-60-104, C.R.S., and, **to the extent practicable**, shall **align the appropriate portions of the preschool through elementary and secondary education standards with the Career and Technical standards.**

### STANDARDS REVIEW AND ALIGNMENT PROCESS

Beginning in the fall of 2008, the Colorado Community College System conducted an intensive standards review and alignment process that involved:

#### **NATIONAL BENCHMARK REVIEW**

Colorado Career & Technical Education recently adopted the Career Cluster and Pathway Model endorsed by the United State Department of Education, Division of Adult and Technical Education. This model provided access to a national set of business and industry validated knowledge and skill statements for 16 of the 17 cluster areas. California and Ohio provided the comparative standards for the Energy cluster

- Based on this review Colorado CTE has moved from program-specific to Cluster & Pathway based standards and outcomes
- In addition, we arrived at fewer, higher, clearer and more transferrable standards, expectations and outcomes.

#### **COLORADO CONTENT TEAMS REVIEW**

The review, benchmarking and adjusting of the Colorado Cluster and Pathway standards, expectations and outcomes was through the dedicated work of Content Teams comprised of secondary and postsecondary faculty from across the state. Participation by instructors from each level ensured competency alignment between secondary and postsecondary programs. These individuals also proposed the draft academic

alignments for math, science reading, writing and communication, social studies (including Personal Financial Literacy) and post secondary and workforce readiness (PWR.)

## ACADEMIC ALIGNMENT REVIEW

In order to validate the alignment of the academic standards to the Career & Technical Education standards, subject matter experts in math, science, reading, writing and communication, and social studies were partnered with career & technical educators to determine if and when a true alignment existed.

### CURRENT STATUS

- One set of aligned Essential skills to drive Postsecondary and Workforce Readiness inclusion in all Career & Technical Education programs.
- 52 pathways with validated academic alignments
- 12 pathways with revised standards ready for alignment (currently there are no approved programs in these pathways)
- 21 pathways where no secondary programming currently exists. Standards and alignments will be developed as programs emerge.
- Available for review at: [www.coloradostateplan.com/content\\_standards.htm](http://www.coloradostateplan.com/content_standards.htm)

## Colorado Career & Technical Education Standards Academic Alignment Reference System

The Career & Technical Education standards have been organized by Career Cluster (17) and Pathway (81). In addition, a set of "Essential Skills" was developed to ensure the Postsecondary and Workforce Readiness within any cluster or pathway. These workforce readiness skills are applicable to all career clusters and should form the basis of each CTE program.

### Organization

#### Essential Skills

There exists a common set of knowledge and skills that are applicable to all students regardless of which cluster or pathway they choose. This set of standards, is meant for inclusion in each program to enhance the development of postsecondary and workforce readiness skills.

#### Career Cluster

A Career Cluster is a grouping of occupations and broad industries based on commonalities. The 17 Career Clusters organize academic and occupational knowledge and skills into a coherent course sequence and identify pathways from secondary schools to two- and four-year colleges, graduate schools, and the workplace. Students learn in school about what they can do in the future. This connection to future goals motivates students to work harder and enroll in more rigorous courses.

#### Career Pathway

Pathways are sub-groupings of occupations/career specialties used as an organizing tool for curriculum design and instruction. Occupations/career specialties are grouped into Pathways based on the fact that they require a set of common knowledge and skills for career success.

#### Prepared Completer Competency

This level targets the "big ideas" in each pathway. These are the competencies that all students who complete a CTE pathway must master to ensure their success in a postsecondary and workforce setting. Prepared Completer Competencies will not usually be "course" specific but grow with the student's progression through the sequence of courses.

#### Concept/Skill

The articulation of the concepts and skills that indicates a student is making progress toward being a prepared completer. They answer the question: *What do students need to know and be able to do?*

#### Evidence Outcome

The indication that a student is meeting an expectation at the mastery level. *How do we know that a student can do it?*

## Academic Alignments

Academic alignments, where appropriate in Math, Reading, Writing and Communication, Science and Social Studies (including Personal Financial Literacy) were defined by CTE and academic subject matter experts using the following criteria:

- It was a point where technical and academic content naturally collided;
- The student must demonstrate adequate proficiency with the academic standard to perform the technical skill; and
- It could be assessed for both academic and technical understanding.

Colorado's CTE programs have had academic alignments dating back to the early 1990's. While these alignments resulted in an increase in academic focus in CTE programs, the reality is that a true transformation in intentional teaching toward the academic standard was limited.

With these alignments comes a new expectation: If a CTE instructor is teaching a CTE concept that has an identified alignment, they must also be intentional about their instruction of the academic standard. CCCS will be providing professional development and instructional resources to assist with the successful implementation of this new expectation. In addition, this expanded expectation will require increased collaboration between CTE and academic instructors to transform teaching and learning throughout each school.

For each set of Cluster and Pathway standards, the academic alignments have been included and are separated by academic area. CCCS chose to align at the "Evidence Outcome" level. The aligned academic evidence outcome follows the CTE evidence outcome to which it has been aligned. For a sample, see Illustration A.

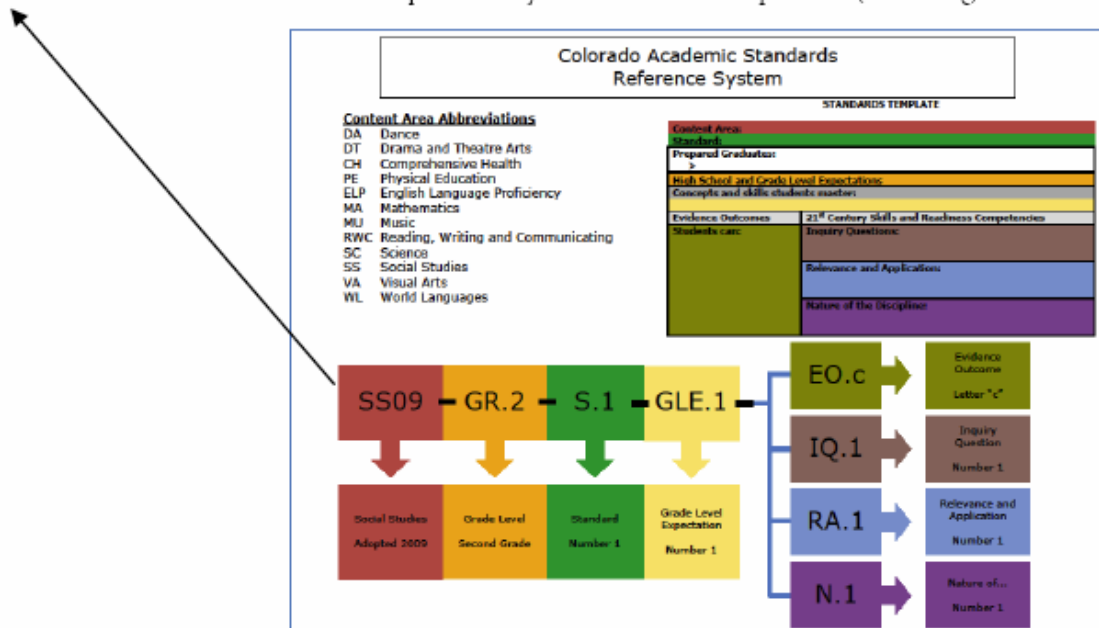
## Illustration A

AGBS.01 The student will describe agribusinesses, the relationship of agribusiness to the industry of agriculture and will identify opportunities in the agribusiness systems pathway

AGBS.01.01 The student will understand the history and global significance of agribusinesses

AGBS.01.01.b Define the major trends and relationship of agribusiness to global agriculture production

MA10-GR.HS-S.1-GLE.2-EO.a Reason quantitatively and use units to solve problems (CCSS: N-Q)



The academic standard number used in the alignments matches the Colorado Department of Education standards numbering convention.



## Career Pathway Abbreviations

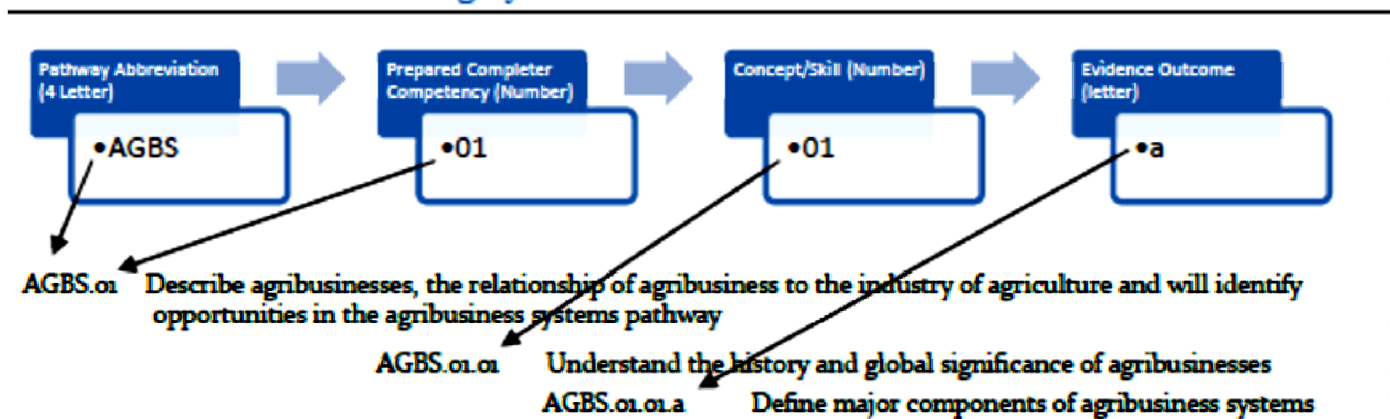
Sector	Career Cluster	Career Pathway	Abbreviation
Agriculture, Natural Resources and Energy	Agriculture and Natural Resources Cluster	Agriculture and Natural Resources Cluster	AGCL
	Agriculture and Natural Resources Cluster	Agribusiness Systems Pathway	AGBS
	Agriculture and Natural Resources Cluster	Animal Science Pathway	ANSC
	Agriculture and Natural Resources Cluster	Food Products and Processing Systems Pathway	FPPS
	Agriculture and Natural Resources Cluster	Natural Resources and Environmental Systems Pathway	NRES
	Agriculture and Natural Resources Cluster	Plant Science Pathway	PLSC
	Agriculture and Natural Resources Cluster	Power Structural and Technical Systems Pathway	PSTS
	Energy Cluster	Energy Efficiency & Environmental Technology	EEET
	Energy Cluster	Renewable Energy Production	RNEP

	Energy Cluster	Electrical Energy Transmission & Distribution	ELTD
	Energy Cluster	Electromechanical Generation & Maintenance	EMGN
	Energy Cluster	Fossil Energy Extraction, Processing & Distribution	FSEP
Business, Marketing, Government and Public Administration	Finance Cluster	Accounting Pathway	FIAC
	Finance Cluster	Banking Services Pathway	FIBS
	Finance Cluster	Corporate Finance Pathway	FICF
	Finance Cluster	Insurance Pathway	FIIN
	Finance Cluster	Securities and Investments Pathway	FISI
	Government and Public Administration Cluster	Foreign Service Pathway	GPFS
	Government and Public Administration Cluster	Governance Pathway	GPAG
	Government and Public Administration Cluster	Planning Pathway	GPAP
	Government and Public Administration Cluster	Public Management and Administration Pathway	GPMA
	Government and Public Administration Cluster	Regulation Pathway	GPAR
	Government and Public Administration Cluster	Revenue and Taxation Pathway	GPRT
	Management and Administration Cluster	Administrative Services Pathway	MAAS
	Management and Administration Cluster	Business Information Technology Pathway	MAIT
	Management and Administration Cluster	Corporate/General Management Pathway	MAGM
	Management and Administration Cluster	Human Resource Management Pathway	MAHR
	Management and Administration Cluster	Operations Management Pathway	MAOM
	Marketing Cluster	Marketing Communications Pathway	MKTC
	Marketing Cluster	Marketing Management Pathway	MKMN
	Marketing Cluster	Marketing Research Pathway	MKMR
	Marketing Cluster	Merchandising Pathway	MKME
	Marketing Cluster	Professional Sales/Sales Management Pathway	MKPS
Postsecondary and Workforce Readiness	Academic & Career Success	ACE	ESSK
	Academic & Career Success	World of Work	WOWR
Health Science, Criminal Justice and Public Safety	Health Science Cluster	Therapeutic Services Pathway	THSR
	Law, Public Safety, Corrections, & Security	Emergency and Fire Management Services Pathway	EMFM
	Law, Public Safety, Corrections, & Security	Law Enforcement Services Pathway	LEAS

Hospitality, Human Services and Education (Family and Consumer Sciences)	Education & Training Cluster	Teaching and Training Pathway	TCTR
	Hospitality and Tourism Cluster	Restaurants and Food and Beverage Services Pathway (Culinary Arts)	CULA
	Hospitality and Tourism Cluster	Restaurants and Food and Beverage Services Pathway (Catering)	CATR
	Human Service Cluster	Early Childhood Development Pathway (Child & Adolescent Development)	CADV
	Human Service Cluster	Family and Community Services Pathway (Nutrition and Wellness)	NUWL
	Human Service Cluster	Family and Community Services Pathway (Food Science, Dietetics and Nutrition)	FSDN
	Human Service Cluster	Family and Community Services Pathway (Life Management)	LMGT
	Human Service Cluster	Family and Community Services Pathway (Relationships)	RELA
	Human Service Cluster	Personal Care Services Pathway (Cosmetology)	PCSP
Skilled Trades and Technical Sciences	Architecture and Construction Cluster	Construction Pathway	CONP
	Architecture and Construction Cluster	Design and Pre-Construction Pathway	DPCP
	Architecture and Construction Cluster	Maintenance and Operations Pathway	MOPP
	Manufacturing Cluster	Maintenance, Installation and Repair Pathway	MIRP
	Manufacturing Cluster	Manufacturing Production Pathway	MPRP
	Transportation, Distribution, and Logistics Cluster	Facility and Mobile Equipment Maintenance Pathway	FEMP
	Transportation, Distribution, and Logistics Cluster	Logistics, Planning and Management Services Pathway	LPMP
	Transportation, Distribution, and Logistics Cluster	Sales and Service Pathway	TSSP
	Transportation, Distribution, and Logistics Cluster	Transportation/Systems Infrastructure Pathway	TROP
	Transportation, Distribution, and Logistics Cluster	Warehousing and Distribution Center Operations Pathway	WDOP
STEM, Arts, Design and IT	Arts, A/V Technology and Communication Cluster	ARTS CORE CLUSTER	ARCO
	Arts, A/V Technology and Communication Cluster	Audio/Video Technology and Film Pathway	AVTF
	Arts, A/V Technology and Communication Cluster	Journalism and Broadcasting Pathway	COJB
	Arts, A/V Technology and Communication Cluster	Performing Arts Pathway-Dance, Music, Theatre & Playwriting	ARPA
	Arts, A/V Technology and Communication Cluster	Performing Arts Pathway-Technical Theatre Design & Production	ARTT

	Arts, A/V Technology and Communication Cluster	Printing/Publishing Pathway	COPP
	Arts, A/V Technology and Communication Cluster	Visual and Design Arts Pathway	ARVD
	Arts, A/V Technology and Communication Cluster	Visual and Design Arts Pathway (Interior Design)	INTD
	Arts, A/V Technology and Communication Cluster	Visual and Design Arts Pathway (Fashion Design and Merchandising)	FDAM
	Information Technology Cluster	IT CORE CLUSTER	ITCO
	Information Technology Cluster	Interactive Media Pathway	ITIM
	Information Technology Cluster	Network Systems Pathway & Telecommunications	ITNT
	Information Technology Cluster	Programming and Software Engineering Pathway	ITPR
	STEM Cluster	STEM Cluster Standards	STCO

## CTE Standards Numbering System



## Principles of Marketing

**MKCO.02** Communication Skills: Understands the concepts, strategies, and systems used to obtain and convey ideas and information.

**MKCO.02.01** Apply verbal skills to obtain and convey information.

**MKCO.02.01.a** Make client presentations (includes strategies and research findings) (SP).

**MKCO.02.02** Write effectively to convey information.

**MKCO.02.02.f** Write management reports (MN).

**MKCO.02.03** Communicate with staff to clarify workplace objectives.

**MKCO.02.03.a** Participate in problem-solving groups. (SP).

**MKCO.02.03.b** Conduct creative briefing. (MN).

DECA.35

CMP - Creative Marketing Project

**MKCO.03** Emotional Intelligence: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others.

**MKCO.03.01** Use communications skills to foster ethical interactions.

**MKCO.03.01.a** Apply ethics to online communications (CS).

**MKCO.03.01.b** Gain commitment from client (SP).

**MKCO.03.01.c** Obtain buy-in to strategic thinking (MN).

**MKCO.06** Information Management: Understands tools, strategies, and systems needed to access,

process, maintain, evaluate, and disseminate information to assist business decision-making.

**MKCO.06.01** Utilize information-technology tools to manage and perform marketing-communications responsibilities.

**MKCO.06.01.a** Explain ways that technology impacts marketing communications (SP).

**MKCO.06.01.b** Compare the capabilities of SMS and MMS (SP).

**MKCO.06.01.c** Discuss uses of RSS for promotional activities (SP).

**MKCO.06.01.e** Discuss considerations in using mobile technology for promotional activities (SP).

**MKCO.06.01.f** Demonstrate effective use of audiovisual aids (SP).

**MKCO.06.01.g** Describe considerations in using databases in marketing communications (SP).

**MKCO.06.01.j** Demonstrate basic desktop publishing functions to prepare promotional materials (SP).

DECA.38 LEP - Learn and Earn Project

DECA.39 PRP - Public Relations Project

**MKCO.06.01.k** Integrate software applications to prepare promotional materials (SP).

DECA.38 LEP - Learn and Earn Project

DECA.39 PRP - Public Relations Project

**MKCO.07** Marketing: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives.

**MKCO.07.01** Understand the relationship between marketing and marketing communications to show command of their nature and scope.

**MKCO.07.01.a** Differentiate between service marketing and product marketing. (CS).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.07.01.b** Discuss the relationship between promotion and marketing. (CS).

DECA.38 LEP - Learn and Earn Project

**DECA.39****PRP - Public Relations Project**

**MKCO.10** Marketing-Information Management: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions.

**MKCO.10.01** Plan marketing-research activities to ensure appropriateness and adequacy of data-collection efforts.

**MKCO.10.01.a** Analyze media research tools. (MN).

**MKCO.10.01.b** Select appropriate research techniques. (MN).

**DECA.29****BOR - Business Services Operations Research****DECA.30****BMOR - Buying and Merchandising Operations Research****DECA.31****FOR - Finance Operations Research****DECA.32****HTOP - Hospitality and Tourism Operations Research****DECA.33****SEOR - Sports and Entertainment Marketing Operations Research**

**MKCO.10.02** Design qualitative marketing-research study to ensure appropriateness of data-collection efforts.

**MKCO.10.02.a** Design qualitative research study. (MN).

**MKCO.10.02.b** Develop discussion guide for a qualitative marketing-research study. (MN).

**MKCO.10.02.c** Develop screener for a qualitative marketing-research study. (MN).

**MKCO.10.02.d** Determine sample for a qualitative marketing-research study.

**MKCO.10.03** Collect marketing information to ensure accuracy and adequacy of data for decision-making in marketing communications.

**MKCO.10.03.a** Gather brand information. (SP).

**MKCO.10.03.b** Conduct pre-campaign testing. (SP).

**MKCO.10.03.c** Track performance of promotional activities. (SP).

**DECA.38****LEP - Learn and Earn Project****DECA.39****PRP - Public Relations Project**

**MKCO.10.03.d** Track trends (e.g., social, buying, advertising agency, etc.). (SP).

**MKCO.10.03.e** Analyze consumer behavior (e.g., media-consumption, buying, etc.). (SP).

**MKCO.10.03.f** Conduct idea-generation session. (MN).

**MKCO.10.03.g** Moderate research groups. (MN).

**MKCO.10.04** Process marketing information to test hypotheses and/or to resolve issues.

**MKCO.10.04.a** Interpret qualitative research findings. (SP).

**MKCO.11** Market Planning: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience.

**MKCO.11.01** Employ marketing information to plan marketing activities.

**MKCO.11.01.a** Identify ways to segment markets for marketing communications. (SP).

**MKCO.11.01.b** Describe the nature of target marketing in marketing communications. (SP).

**MKCO.11.01.c** Describe current issues/trends in marketing communications. (SP).

**MKCO.11.01.d** Develop customer/client profile. (MN).

**MKCO.11.01.e** Control marketing budget. (MN).

**MKCO.11.01.f** Evaluate market opportunities. (MN).

**MKCO.12** Pricing: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value.

**MKCO.12.01** Employ pricing strategies to set prices for marketing communications services.

**MKCO.12.01.a** Explain pricing practices used in marketing communications. (MN).

**MKCO.12.01.b** Discuss the nature of pricing models. (MN).

**MKCO.12.01.c** Explain considerations in website pricing (MN).

**MKCO.12.01.d** Set price objectives for marketing communications services. (MN).

**MKCO.12.01.e** Calculate break-even point. (MN).

**MKCO.12.01.f** Select pricing strategies. (MN).

**MKCO.12.01.g** Negotiate charges with vendors. (MN).

**MKCO.12.01.h** Set price of marketing communications services. (MN).

**MKCO.12.01.i** Adjust prices to maximize profitability. (MN).

**MKCO.13** Product/Service Management: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.

**MKCO.13.01** Understand product/service management activities to demonstrate in-depth understanding of their nature and scope.



- MKCO.13.01.a Explain the concept of “product” in marketing communications. (SP).
- MKCO.13.01.b Describe services offered by the marketing-communications industry. (SP).
- MKCO.13.03 Employ product-mix strategies to meet customer expectations.
- MKCO.13.03.a Explain the nature of product extension in services marketing. (SP).
- MKCO.13.03.b Identify product extensions that can be used in marketing communications. (MN).
- MKCO.13.04 Position products/services to acquire desired business image.
- MKCO.13.04.a Explain equity positioning. (MN).
- MKCO.13.04.b Evaluate effectiveness of marketing-communications services. (MN).
- MKCO.13.04.c Determine strategies for balancing standardization and personalization of services. (MN).
- MKCO.13.05 Evaluate the effectiveness of the marketing-communications mix to make product-mix decisions.
- MKCO.13.05.a Identify techniques that can be used to evaluate product-mix effectiveness. (MN).
- MKCO.13.05.b Modify product mix. (MN).
- MKCO.14 Promotion: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome.
- MKCO.14.01 Understand promotion activities to show an in-depth understanding of their nature and scope.
- MKCO.14.01.a Explain considerations affecting global promotion. (SP).
- MKCO.14.01.b Explain the marketing-communications development process. PWR2.8.a (SP).
- MKCO.14.02 Utilize word-of-mouth strategies to build brand and to promote products.
- MKCO.14.02.a Explain the nature of word-of-mouth.
- DECA.39 PRP - Public Relations Project
- MKCO.14.02.b Select word-of-mouth strategies appropriate for promotional objectives. (MN).
- DECA.39 PRP - Public Relations Project
- MKCO.14.02.c Explain the nature of buzz-marketing. (SP).
- MKCO.14.02.d Explain considerations in developing viral marketing campaigns. (SP).

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
MKCO.14.02.e	Develop viral marketing strategies. (MN).
MKCO.14.02.f	Describe considerations in developing customer evangelists. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
MKCO.14.02.g	Create customer evangelist strategy. (MN).
MKCO.14.02.h	Explain the use of celebrities/influencers as a WOM strategy. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
MKCO.14.02.i	Select celebrity/influencer to deliver promotional message. (MN).
MKCO.14.02.j	Describe referral programs that can be used to build brand/promote products. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.02.k** Develop referral program to build brand/promote products. (MN).

**MKCO.14.02.l** Explain the use of product placement. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.02.m** Identify opportunities for product placement. (MN).

**MKCO.14.03** Understand the use of direct marketing to attract attention and to build brand.

**MKCO.14.03.a** Discuss types of direct marketing strategies. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

DECA.39 PRP - Public Relations Project

**MKCO.14.03.b** Explain the role of media in delivering direct marketing messages. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

DECA.39 PRP - Public Relations Project

**MKCO.14.04** Understand the use of social media in marketing communications to obtain customer attention and/or to gain customer insight.

**MKCO.14.04.a** Describe the use of corporate blogging. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.39	PRP - Public Relations Project
<b>MKCO.14.04.b</b>	Explain the use of RSS feeds. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKCO.14.04.c</b>	Discuss the use of podcasts. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKCO.14.04.d</b>	Describe the use of advergames. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKCO.14.04.e</b>	Discuss the use of tagging. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFMS - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.04.f** Explain the use of social bookmarking. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFMS - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.05** Understand types of digital advertising strategies that can be used to achieve promotional goals.

**MKCO.14.05.a** Explain the nature of online advertisements. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFMS - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.05.b** Explain the nature of e-mail marketing strategies. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFMS - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.05.c** Describe mobile advertising strategies. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

MKCO.14.05.d Discuss the use of search-engine optimization strategies. (SP).

MKCO.14.06 Evaluate advertising copy strategies that can be use to create interest in advertising messages.

MKCO.14.06.a Identify effective advertising headlines. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

FBLA.22 Desktop Publishing

FBLA.23 Digital Design & Promotion

MKCO.14.06.b Describe copy strategies. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

FBLA.23 Digital Design & Promotion

MKCO.14.06.c Discuss the nature of effective direct-marketing copy. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

FBLA.23 Digital Design & Promotion

**MKCO.14.06.d** Explain the nature of effective mobile ad copy. (SP).

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
FBLA.23	Digital Design & Promotion

**MKCO.14.06.e** Identify promotional messages that appeal to targeted markets. (SP).

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
FBLA.22	Desktop Publishing
FBLA.23	Digital Design & Promotion

**MKCO.14.07** Understand design principles to be able to communicate needs to designers.

**MKCO.14.07.a** Describe the use of color in advertisements. (SP).

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
FBLA.23	Digital Design & Promotion

**MKCO.14.07.b** Describe the elements of design. (SP).

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event

DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
FBLA.23	Digital Design & Promotion
<b>MKCO.14.07.c</b>	Explain the use of illustrations in advertisements. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKCO.14.07.d</b>	Discuss the nature of typography. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKCO.14.07.e</b>	Explain type styles used in advertisements. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKCO.14.07.f</b>	Describe effective advertising layouts. (SP).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event



DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.07.g** Identify types of drawing media. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

FBLA.23 Digital Design & Promotion

**MKCO.14.07.h** Explain the impact of color harmonies on composition. (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.08** Assess advertisements to ensure achievement of marketing communications goals/objectives.

**MKCO.14.08.a** Check advertising proofs (SP).

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.08.d** Critique advertisements (MN).

**MKCO.14.08.e** Evaluate targeted e-mails (MN).

**MKCO.14.08.f** Assess e-newsletter (MN).

**MKCO.14.09** Understand how a website presence can be used to promote business/product.

**MKCO.14.09.a** Explain website-development process. (SP).

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
FBLA.57	Web Site Design

**MKCO.14.09.b** Identify strategies for attracting targeted audience to website. (SP).

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKCO.14.10** Manage media planning and placement to enhance return on marketing investment.

**MKCO.14.10.a** Determine advertising reach of media. (SP).

**MKCO.14.10.b** Read media schedule. (SP).

**MKCO.14.10.c** Calculate media cost. (SP).

**MKCO.14.10.d** Select advertising media. (MN).

**MKCO.14.10.e** Choose appropriate media outlets. (SP).

**MKCO.14.10.f** Negotiate terms with media owner. (SP).

**MKCO.14.10.g** Schedule ads and commercials. (SP).

**MKCO.14.10.h** Select placement of advertisements. (SP).

**MKCO.14.10.i** Buy ad space/time. (SP).

**MKCO.14.10.j** Identify techniques to increase ad response time. (SP).

**MKCO.14.11** Develop and execute an advertising campaign to achieve marketing-communications objectives.

- MKCO.14.11.a Determine advertising campaign objectives. (MN).
- MKCO.14.11.b Select advertising strategies for campaign. (MN).
- MKCO.14.11.c Coordinate advertising research. (MN).
- MKCO.14.11.d Set media buying objectives. (MN).
- MKCO.14.11.e Plan strategy to guide media-buying process. (MN).
- MKCO.14.11.f Prepare advertising budget. (MN).
- MKCO.14.11.g Develop a media plan (includes budget, media allocation, and timing of ads). (MN).
- MKCO.14.11.h Implement advertising strategies for campaign. (MN).
- MKCO.14.11.i Follow up with media on "make-good advertisements". (MN).
- MKCO.14.12 Leverage media buys to maximize marketing investment.
  - MKCO.14.12.a Select strategies to leverage media buys. (MN).
  - MKCO.14.12.b Implement strategies to leverage media buys. (MN).
- MKCO.14.13 Evaluate effectiveness of advertising strategies to determine return on marketing investment.
  - MKCO.14.13.a Evaluate effectiveness of advertising. (MN).
  - MKCO.14.13.b Evaluate media's contribution to campaign's effectiveness. (MN).
  - MKCO.14.13.c Evaluate digital marketing efforts. (MN).
  - MKCO.14.13.d Analyze costs/benefits of direct marketing. (MN).
  - MKCO.14.13.e Assess direct-marketing strategy. (MN).
- MKCO.14.14 Utilize publicity to inform stakeholders of business activities.
  - MKCO.14.14.a Write a press release. (SP).
- DECA.22 HLM - Hotel and Lodging Management Series Event
- DECA.23 HTDM - Hospitality Services Team Decision Making Event
- DECA.24 QSRM - Quick Serve Restaurant Management Series Event
- DECA.25 RFMS - Restaurant and Food Service Management Series Event
- DECA.26 TTDM - Travel and Tourism Team Decision Making Event

- MKCO.14.14.b Create a public-service announcement. (SP).
- MKCO.14.14.c Create a press kit. (SP).
- DECA.22 HLM - Hotel and Lodging Management Series Event
- DECA.23 HTDM - Hospitality Services Team Decision Making Event
- DECA.24 QSRM - Quick Serve Restaurant Management Series Event
- DECA.25 RFSM - Restaurant and Food Service Management Series Event
- DECA.26 TTDM - Travel and Tourism Team Decision Making Event
- MKCO.14.14.d Coordinate press releases. (MN).
- MKCO.14.14.e Cultivate media relationships. (SP).
- MKCO.14.14.f Obtain publicity. (MN).
- MKCO.14.15 Utilize publicity/public-relations activities to create goodwill with stakeholders.
- MKCO.14.15.a Analyze costs/benefits of company participation in community activities. (MN).
- DECA.35 CMP - Creative Marketing Project
- MKCO.14.15.b Explain current issues/trends in public relations.
- DECA.39 PRP - Public Relations Project
- MKCO.14.15.c Describe the use of crisis management in public relations. (MN).
- DECA.39 PRP - Public Relations Project
- MKCO.14.15.d Create and develop a public-relations plan. (MN).
- DECA.39 PRP - Public Relations Project
- MKCO.14.16 Employ sales-promotion activities to inform or remind customers of business/product.
- MKCO.14.16.a Create promotional signage. (SP).
- MKCO.14.16.b Collaborate in the design of slogans/taglines. (SP).
- MKCO.14.16.d Collaborate in the design of collateral materials to promote frequency/loyalty marketing program.
- MKCO.14.16.e Explain considerations in designing a frequency/loyalty marketing program. (MN).
- MKCO.14.16.f Develop frequency/loyalty marketing strategy. (MN).

- MKCO.14.16.g Analyze use of specialty promotions. (MN).
- MKCO.14.16.h Participate in the design of collateral materials to promote special event. (SP).
- MKCO.14.16.i Develop strategy for creating a special event. (MN).
- MKCO.14.16.j Set up cross-promotions. (SP).
- MKCO.14.16.k Develop a sales-promotion plan. (MN).
- MKCO.14.17 Develop marketing/creative briefs to apprise staff and client of promotional strategy.
  - MKCO.14.17.a Discuss the use of marketing/creative briefs. (SP).
  - MKCO.14.17.b Prepare marketing/creative briefs. (MN).
- MKCO.14.18 Manage promotional activities to maximize return on promotional investments.
  - MKCO.14.18.a Establish promotional mix. (MN).
  - MKCO.14.18.b Use past advertisements to aid in promotional planning. (MN).
  - MKCO.14.18.c Evaluate creative work. (MN).
  - MKCO.14.18.d Measure results of promotional mix. (MN).
  - MKCO.14.18.e Determine appropriateness of promotional strategy across product lines. (MN).
  - MKCO.14.18.f Develop frequency/loyalty marketing strategy. (MN).
  - MKCO.14.18.g Prepare promotional budget. (MN).
  - MKCO.14.18.h Manage promotional allowances. (MN).
  - MKCO.14.18.i Develop promotional plan for a business. (MN).
- MKCO.14.19 Work with advertising agency to create marketing communications.
  - MKCO.14.19.a Explain the use of advertising agencies. (MN).
  - MKCO.14.19.b Select advertising agency. (MN).
  - MKCO.14.19.c Evaluate Advertising agency work. (MN).
- MKCO.15 Selling: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities.
  - MKCO.15.01 Acquire product knowledge to be equipped to solve customer/client's problems.
    - MKCO.15.01.a Acquire knowledge of client's products/brands. (CS).

**MKCO.15.02** Utilize sales processes and techniques to determine and satisfy customer needs.

**MKCO.15.02.a** Pitch marketing communications idea to client. (SP).

**MKCO.15.02.b** Present an advertising campaign to clients. (SP).

**MKCO.15.02.c** Explain the nature of buzz-marketing. (SP)

**MKCO.15.03** Utilize sales-support activities to increase customer satisfaction.

**MKCO.15.03.a** Provide service after the sale.(SP).

**MKME.04** Marketing: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives.

**MKME.04.01** Acquire an understanding of marketing's role and function in business to facilitate work among departments.

**MKME.04.01.a** Distinguish between retailing and marketing.

**DECA.30** **BMOR - Buying and Merchandising Operations Research**

**MKME.04.01.b** Explain the importance of merchandising to retailers.

**MKME.07** Distribution: Understands the concepts and processes needed to move, store, locate, and/or transfer ownership of goods and services.

**MKME.07.01** Acquire foundational knowledge of distribution to understand its role in retailing.

**MKME.07.01.a** Explain distribution issues and trends.

**MKME.07.01.b** Discuss the use of electronic data interchange.

**MKME.07.02** Utilize order-fulfillment processes to move product through the supply chain.

**MKME.07.02.a** Explain the relationship between customer service and distribution.

**DECA.22** **HLM - Hotel and Lodging Management Series Event**

**DECA.23** **HTDM - Hospitality Services Team Decision Making Event**

**DECA.24** **QSRM - Quick Serve Restaurant Management Series Event**

**DECA.25** **RFSM - Restaurant and Food Service Management Series Event**

**DECA.26** **TTDM - Travel and Tourism Team Decision Making Event**

**MKME.07.02.b** Use an information system for order fulfillment.

**MKME.07.02.c** Fulfill orders.

**MKME.07.02.d** Analyze capabilities of electronic business systems to facilitate order fulfillment.

- MKME.07.02.e Assess order fulfillment processes.
- MKME.07.03 Implement receiving processes to ensure accuracy and quality of incoming shipments.
  - MKME.07.03.a Explain the receiving process.
  - MKME.07.03.b Explain stock-handling techniques used in receiving deliveries.
- MKME.07.05 Utilize warehousing procedures to store merchandise until needed.
  - MKME.07.05.a Explain storing considerations.
  - MKME.07.05.b Explain the nature of warehousing.
- MKME.07.06 Understand transportation processes to move products through the supply chain.
  - MKME.07.06.a Explain shipping processes.
  - MKME.07.06.b Identify factors considered when selecting best shipping method.
- MKME.07.07 Utilize inventory-control method to minimize costs and to meet customer demand.
  - MKME.07.07.a Maintain inventory levels.
- MKME.07.08 Manage distribution activities to minimize costs and to determine distribution strategies.
  - MKME.07.08.a Ensure timely delivery of advertised merchandise.
  - MKME.07.08.b Allocate shelf space.
  - MKME.07.08.c Develop collaborative relationships with channel members.
  - MKME.07.08.d Interpret channel strategies.
  - MKME.07.08.e Establish system for processing dead/excess merchandise.
- MKME.07.09 Assess distribution strategies to improve their effectiveness and to minimize their costs.
  - MKME.07.09.a Evaluate buyer-seller relationships.
  - MKME.07.09.b Identify new vendors.
  - MKME.07.09.c Assess sales and stock performance.
  - MKME.07.09.d Conduct inventory valuation. (LIFO, FIFO).
  - MKME.07.09.e Evaluate inventory status/performance (stock, turnover, gross margin, return on inventory, open to buy, etc.).
- MKME.08 Marketing-Information Management: Understands the concepts, systems, and tools needed

to gather, access, synthesize, evaluate, and disseminate information for use in making merchandising decisions.

**MKME.08.01** Utilize marketing information to drive merchandising activities.

**MKME.08.01.a** Analyze information from suppliers.

**MKME.08.01.b** Scan marketplace to identify factors that could influence merchandising decisions.

**MKME.08.01.c** Analyze competitors' offerings.

**MKME.08.01.d** Reconcile marketing plans with assortment and financial plans.

**MKME.08.01.e** Assess trading area.

**MKME.08.01.f** Determine price sensitivity.

**MKME.09** Market Planning: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience and to facilitate merchandising activities.

**MKME.09.01** Employ marketing information to determine and meet customer needs.

**MKME.09.01.a** Profile target customers.

**FBLA.45**

**Marketing--Modified**

**MKME.09.01.b** Determine market needs.

**MKME.09.01.c** Determine customer demand for merchandise.

**MKME.10** Pricing: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customer' perceptions of value.

**MKME.10.01** Employ pricing strategies to determine prices.

**MKME.10.01.a** Select approach for setting a base price (cost, demand, competition).

**MKME.10.01.b** Determine cost of product (breakeven, ROI, markup).

**MKME.10.01.c** Calculate break-even point.

**MKME.10.01.d** Describe pricing strategies.

**MKME.10.01.e** Select pricing strategies.

**MKME.10.01.f** Set prices.

**MKME.10.01.g** Adjust prices to maximize profitability.

**MKME.10.01.h** Develop seasonal pricing strategies.



- MKME.10.02** Assess pricing strategies to identify needed changes and to improve profitability.
- MKME.10.02.a** Ensure price fairness.
  - MKME.10.02.b** Assess changes in price structure.
  - MKME.10.02.c** Analyze variances to planned pricing.
  - MKME.10.02.d** Evaluate pricing decisions.
- MKME.11** Product/Service Management: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.
- MKME.11.01** Utilize assortment-mix strategies to create maximum mix of products at minimum cost.
- MKME.11.01.a** Obtain samples.
  - MKME.11.01.b** Determine quality of merchandise to offer.
  - MKME.11.01.c** Determine width and depth of assortment strategies.
  - MKME.11.01.d** Select mix of brands.
  - MKME.11.01.e** Plan merchandise assortment (e.g., styling, sizes, quantities, colors).
  - MKME.11.01.f** Identify new private brand opportunities.
- MKME.12** Promotion: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome.
- MKME.12.01** Advertise to communicate promotional messages to targeted audiences.
- MKME.12.01.a** Proof ads.
  - MKME.12.01.b** Analyze ad performance.
- MKME.12.02** Utilize special events to increase sales.
- MKME.12.02.a** Plan special events.
- 
- |         |  |
|---------|--|
| DECA.22 | HLM - Hotel and Lodging Management Series Event            |
| DECA.23 | HTDM - Hospitality Services Team Decision Making Event     |
| DECA.24 | QSRM - Quick Serve Restaurant Management Series Event      |
| DECA.25 | RFSM - Restaurant and Food Service Management Series Event |
| DECA.26 | TTDM - Travel and Tourism Team Decision Making Event       |

**MKME.12.02.b** Prepare store/department for special event.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKME.12.03** Employ visual merchandising techniques to increase interest in product offerings.

- MKME.12.03.a** Explain the use of visual merchandising in retailing.
- MKME.12.03.b** Distinguish between visual merchandising and display.
- MKME.12.03.c** Place merchandise for impact.
- MKME.12.03.d** Determine on-floor assortments.
- MKME.12.03.e** Use cross-merchandising techniques.
- MKME.12.03.f** Read/implement planograms.
- MKME.12.03.g** Create planograms.

**MKME.12.04** Implement display techniques to attract customers and increase sales potential.

**MKME.12.04.a** Explain types of display arrangements.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKME.12.04.b** Maintain displays.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event

DECA.26

TTDM - Travel and Tourism Team Decision Making Event

MKME.12.04.c Dismantle/store displays/display fixtures/forms.

MKME.12.04.d Create promotional signs.

MKME.12.04.e Select and use display fixtures/forms.

MKME.12.04.f Use lighting to highlight products.

MKME.12.04.g Set up point-of-sale displays and handouts.

MKME.12.04.h Create displays.

MKME.12.05 Manage promotional activities to maximize return on promotional efforts.

MKME.12.05.a Develop promotional calendar.

MKME.12.05.b Plan/schedule displays/themes with management.

MKME.12.05.c Execute seasonal vendor co-op participation plans.

MKME.12.05.d Develop visual presentation guidelines.

MKME.12.05.e Plan promotional strategy (promotional objectives, budget, promotional mix, etc.).

MKME.12.05.f Measure success of promotional efforts.

MKME.13 Selling: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities.

MKME.13.01 Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

MKME.13.01.a Explain the use of brand names in selling.

MKME.13.02 Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

MKME.13.02.a Establish relationship with customer/client.

DECA.22

HLM - Hotel and Lodging Management Series Event

DECA.23

HTDM - Hospitality Services Team Decision Making Event

DECA.24

QSRM - Quick Serve Restaurant Management Series Event

DECA.25

RFSM - Restaurant and Food Service Management Series Event

DECA.26

TTDM - Travel and Tourism Team Decision Making Event

**MKME.13.02.b** Determine customer/client needs.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKME.13.02.c** Recommend specific product.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKME.13.02.d** Demonstrate good/service.

**MKME.13.02.e** Convert customer/client objections into selling points.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKME.13.02.f** Close the sale.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKME.13.02.g** Demonstrate suggestions selling.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

MKME.13.02.h Plan follow-up strategies for use in selling.

MKME.13.03 Implement support activities to facilitate the selling process.

MKME.13.03.a Arrange delivery of purchases.

MKME.13.03.b Pack and wrap purchases.

MKME.13.03.c Process special orders.

MKME.13.03.d Sell gift certificates.

MKME.13.03.e Process telephone orders.

MKME.13.03.f Process returns/exchanges.

MKME.13.03.g Process sales documentation.

MKME.13.05 Guide sales staff to improve their success rate and to minimize staff turnover.

MKME.13.05.a Provide information about incoming merchandise to sales staff.

MKME.13.05.b Monitor on-floor selling activities.

MKME.13.06 Control sales activities to meet sales goals/objectives.

MKME.13.06.a Analyze sales performance.

MKMN.01 Financial Analysis: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources.

MKMN.01.01 Implement accounting procedures to track money flow and to determine financial status.

MKMN.01.01.a Explain the financial implications of product cannibalization.

MKMN.01.01.b Determine product-line profitability.

MKMN.01.02 Manage marketing finances to monitor and measure return on marketing investment (ROMI).

MKMN.01.02.a Allocate marketing budget.

- 46

- MKMN.07.02** Assess channel-management strategies to improve their effectiveness and to minimize their costs.
  - MKMN.07.02.a** Monitor distributors' performance standards.
  - MKMN.07.02.b** Evaluate buyer-seller relationships.
  - MKMN.07.02.c** Assess distribution channels.
  - MKMN.07.02.d** Conduct total cost analysis of channel.
- MKMN.08** Marketing-Information Management: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions.
  - MKMN.08.01** Assess marketing-information needs to develop a marketing-information management system.
    - MKMN.08.01.a** Assess marketing-information needs.
    - MKMN.08.01.b** Identify issues and trends in marketing-information management systems.
    - MKMN.08.01.c** Develop marketing-information management system.
  - MKMN.08.02** Analyze marketing-information to make informed marketing decisions.
    - MKMN.08.02.a** Identify industry/economic trends that will impact business activities.
    - MKMN.08.02.b** Analyze market needs and opportunities.
    - MKMN.08.02.c** Anticipate market changes.
    - MKMN.08.02.d** Determine current market position.
    - MKMN.08.02.e** Estimate market share.
    - MKMN.08.02.f** Prepare trend analyses.
  - MKMN.08.03** Employ marketing-information to aid in making and evaluating channel-management decisions.
    - MKMN.08.03.a** Track cost data.
    - MKMN.08.03.b** Collect product quality data.
    - MKMN.08.03.c** Obtain and track information about domestic and foreign suppliers/manufactures.
  - MKMN.08.04** Utilize marketing-information to predict/analyze consumer behavior.
    - MKMN.08.04.a** Predict demand patterns.

- MKMN.08.04.b Conduct demand analysis.
- MKMN.08.04.c Forecast changes in customer expectations.
- MKMN.08.04.d Evaluate product usage.
- MKMN.08.04.e Analyze purchasing behavior.
- MKMN.08.04.f Estimate repeat purchase rate.
- MKMN.08.04.g Estimate purchase cycle.
- MKMN.08.04.h Determine attitudes towards products and brands.
- MKMN.08.04.i Conduct customer-satisfaction studies.
- MKMN.08.04.j Analyze service sensitivity.
- MKMN.08.05 Apply pricing information to facilitate pricing decisions.
  - MKMN.08.05.a Determine price sensitivity.
- MKMN.08.06 Apply marketing information to facilitate product/service management decisions.
  - MKMN.08.06.a Conduct product analysis.
  - MKMN.08.06.b Conduct product/brand situation analysis.
  - MKMN.08.06.c Conduct service-quality studies.
  - MKMN.08.06.d Predict brand share.
  - MKMN.08.06.e Conduct brand audit.
- MKMN.08.07 Utilize marketing information to assess promotional activities.
  - MKMN.08.07.a Measure media audience.
  - MKMN.08.07.b Evaluate promotional activity.
- MKMN.08.08 Report findings to communicate research information to others.
  - MKMN.08.08.a Display data in charts/graphs or in tables.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event



DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
<b>MKMN.08.08.b</b>	Provide sales analysis reports.
<b>MKMN.08.08.c</b>	Prepare and use presentation software to support reports.
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
FBLA.08	Business Financial Plan
FBLA.12	Business Presentation
FBLA.15	Community Service Project
<b>MKMN.08.08.d</b>	Prepare written reports for decision-making.
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event

DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research

**MKMN.08.09** Assess quality of marketing-research activities to determine needed improvements.

**MKMN.08.09.a** Evaluate quality of marketing research studies (e.g., sampling, validity/reliability, bias, etc.).

**MKMN.08.09.b** Assess quality of contracted research firms.

**MKMN.09** Pricing: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value.

**MKMN.09.02** Assess pricing strategies to identify needed changes and to improve profitability.

**MKMN.09.02.a** Ensure price fairness.

**MKMN.09.02.b** Evaluate pricing decisions.

**MKMN.09.02.c** Determine price sensitivity.

**MKMN.09.02.d** Assess changes in price structure.

**MKMN.09.02.e** Analyze variances to planned pricing.

**MKMN09.01** Employ pricing strategies to determine optimal prices.

**MKMN09.01.a** Determine cost of product.

**MKMN09.01.b** Calculate break-even point.

**MKMN09.01.c** Establish pricing objectives.

**MKMN09.01.d** Select pricing policies.

**MKMN09.01.e** Determine discounts and allowances that can be used to adjust base prices.

**MKMN09.01.f** Determine terms of trading.

**MKMN09.01.g** Set prices.

**MKMN09.01.h** Adjust prices to maximize profitability.

**MKMN.10** Product/Service Management: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.

**MKMN.10.01** Employ product-development processes to maintain up-to-date product pipeline.

**MKMN.10.01.a** Explain new product-development processes.

**DECA.22** HLM - Hotel and Lodging Management Series Event

**DECA.23** HTDM - Hospitality Services Team Decision Making Event

**DECA.24** QSRM - Quick Serve Restaurant Management Series Event

**DECA.25** RFSM - Restaurant and Food Service Management Series Event

**DECA.26** TTDM - Travel and Tourism Team Decision Making Event

**MKMN.10.01.b** Determine product-development objects.

**MKMN.10.01.c** Evaluate and process innovations.

**MKMN.10.02** Employ product-mix strategies to meet customer expectations.

**MKMN.10.02.a** Analyze product needs and opportunities.

**MKMN.10.02.b** Adapt product range to needs of targeted market segments.

**MKMN.10.02.c** Develop product search methods

**MKMN.10.02.d** Determine product priorities.

**MKMN.10.02.e** Monitor market innovations.

**MKMN.10.03** Plan product/service management activities to facilitate product development.

**MKMN.10.03.a** Create a product/brand plan.

**MKMN.10.03.b** Plan/manage product /brand lifecycle.

**MKMN.10.03.c** Develop new-product launch plan.

**MKMN.10.03.d** Coordinate product launches.

**MKMN.10.04** Assess product/service management activities to increase profitability.

**MKMN.10.04.a** Evaluate alternative marketing techniques and procedures for achieving product-development objectives.

**MKMN.10.04.b** Evaluate product mix.

**MKMN.10.04.c** Assess product-development activities.

MKMN.10.04.d Evaluate product/service launches.

MKMN.10.04.e Conduct product/brand audit.

MKMN.10.05 Assess product packaging to improve its function and to improve its brand recognition.

MKMN.10.05.a Assess product-packaging requirements.

MKMN.10.05.b Evaluate graphic design on packages.

MKMN.10.05.c Evaluate adequacy of product packaging.

MKMN.10.05.d Conduct reviews of product packaging.

MKMN.10.06 Position products/services to acquire desired business image.

MKMN.10.06.a Develop positioning concept for a new product idea.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

MKMN.10.06.b Communicate core values of product/service.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

MKMN.10.06.c Identify product's/service's competitive advantage.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event

**MKMN.10.06.d** Leverage product's/service's competitive advantage.

**MKMN.11** Promotion: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired.

**MKMN.11.01** Participate in company's community outreach involvement to foster a positive company image and to meet other professionals.

**MKMN.11.01.a** Explain the importance of company involvement in community activities.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project

**MKMN.11.01.b** Propose community issues for company involvement.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.34	CSP - Community Service Project

**MKMN.11.01.c** Participate in community outreach activities.

DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.34	CSP - Community Service Project

DECA.35

CMP - Creative Marketing Project

**MKMN.11.02** Plan and evaluate promotional activities to maximize return on promotional efforts.

**MKMN.11.02.a** Develop communications objectives.

**MKMN.11.02.b** Develop promotional-mix activities.

**MKMN.11.02.c** Develop advertising plans to achieve communications objectives.

**MKMN.11.02.d** Develop sales promotion plan to achieve communications objectives.

**MKMN.11.02.e** Develop public relations/publicity plan to achieve communications objectives.

DECA.39

PRP - Public Relations Project

**MKMN.11.02.f** Evaluate allocation of promotional effort.

**MKMN.11.03** Utilize outside agency/consultant to aid in promotional planning and development.

**MKMN.11.03.a** Create written briefs for outside agencies/consultants.

**MKMN.11.03.b** Assess outside agency/consultant relationships.

**MKMN.11.04** Utilize metrics to measure effectiveness of marketing communications.

**MKMN.11.04.a** Identify ways to track marketing-communications activities.

**MKMN.11.04.b** Select metrics to measure effectiveness of marketing communications.

**MKMN.11.04.c** Apply metrics to measure effectiveness of marketing communications.

**MKMN.11.05** Understand design principles used in advertising layouts to be able to communicate needs to designers.

**MKMN.11.05.a** Describe the use of color in advertising.

**MKMN.11.05.b** Describe the elements of design.

**MKMN.11.05.c** Discuss the use of illustrations in advertisements.

**MKMN.11.05.d** Discuss the nature of typography.

**MKMN.11.05.e** Explain type styles used in advertising.

**MKMN.11.05.f** Describe effective advertising layouts.

**MKMN.11.05.g** Identify types of drawing media.

**MKMN.11.05.h** Explain the impact of color harmonies on composition.

**MKMN.11.05.i** Describe digital color concept.

**MKMN.12** Selling: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities.

**MKMN.12.01** Guide sales staff to improve their success rate and to minimize staff turnover.

**MKMN.12.01.a** Explain the nature of the sales staff's induction program.

**MKMN.12.01.b** Conduct knowledge gap analysis of sales staff.

**MKMN.12.01.c** Analyze sales staff activity and results.

**MKMN.12.02** Influence sales procedures/activities to improve return on investment.

**MKMN.12.02.a** Monitor sales management's ability to conduct customer-service operations.

**MKMN.12.02.b** Assess sales staff's compensation package.

**MKMN.12.02.c** Support sales operations.

**MKMR.01** Information Management: Utilize tools, strategies, and systems to access, process, maintain, evaluate, and disseminate information to assist business decision-making.

<b>MKMR.01.01</b>	Utilize information technology tools to manage and perform marketing research responsibilities.
-------------------	---

**MKMR.01.01.a** Assess the impact of technology on marketing research.

**MKMR.01.01.b** Determine types of technology needed by company/agency.

**MKMR.02** Operations: Employ the processes and systems implemented to monitor, plan, and control day-to-day marketing research activities in order to contribute to continued business/unit functioning.

**MKMR.02.01** Implement security precautions to protect marketing research.

**MKMR.02.01.a** Explain security considerations in the marketing research.

**MKMR.02.01.b** Maintain data security.

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDm - Travel and Tourism Team Decision Making Event

**MKMR.02.01.c** Develop strategies to protect digital data.

- MKMR.02.02** Implement purchasing activities to obtain business supplies, equipment, and resources.
- MKMR.02.02.a** Purchase information services.
- MKMR.03** Professional Development: Utilize concepts, tools, and strategies to explore, obtain, and develop a marketing research career.
- MKMR.03.01** Acquire information about the marketing research industry to aid in making career choices.
- MKMR.03.01.a** Identify career opportunities in marketing research.
- MKMR.03.01.b** Explain the role and responsibilities of marketing researchers.
- MKMR.04** Strategic Management: Use tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/marketing research department.
- MKMR.04.01** Utilize planning tools to guide organization's/marketing research department's activities.
- MKMR.04.01.a** Provide input into strategic planning.
- MKMR.05** Marketing Information: Utilize concepts, systems, and tools for gathering, accessing, synthesizing, evaluating, and disseminating information to facilitate business decisions.
- MKMR.05.01** Assess marketing information needs to develop a marketing information management system.
- MKMR.05.01.a** Assess marketing information needs.
- MKMR.05.01.b** Identify issues and trends in marketing research.
- MKMR.05.01.c** Develop marketing information management system.
- MKMR.05.02** Design quantitative marketing research activities to ensure accuracy, appropriateness, and adequacy of data collection efforts.
- MKMR.05.02.a** Explain the nature of actionable research.
- MKMR.05.02.b** Compare business objectives with the expected use of the marketing research outcomes.
- MKMR.05.02.c** Select appropriate research techniques.
- MKMR.05.02.d** Identify the marketing research problem/issue.
- MKMR.05.02.e** Determine research approaches (e.g., observation, survey, experiment) appropriate to the research problem.
- MKMR.05.02.f** Select data collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners).



- MKMR.05.02.g Evaluate the relationship between the research purpose and the marketing research objectives.
- MKMR.05.02.h Estimate the value of research information.
- MKMR.05.02.i Develop sampling plans (i.e., who, how many, how chosen).
- MKMR.05.02.j Prepare research briefs and proposals.
- MKMR.05.02.k Control sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design).
- MKMR.05.02.l Develop rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.).
- MKMR.05.02.m Prepare diaries (e.g., product, media-use, contact).
- MKMR.05.02.n Create simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout).
- MKMR.05.03 Design qualitative marketing research study to ensure appropriateness of data-collection efforts.
  - MKMR.05.03.a Design qualitative research study.
  - MKMR.05.03.b Develop discussion guide for a qualitative marketing research study.
  - MKMR.05.03.c Develop screener for a qualitative marketing research study.
  - MKMR.05.03.d Determine sample for qualitative marketing research study.
- MKMR.05.04 Collect secondary marketing data to ensure accuracy and adequacy of information for decision-making.
  - MKMR.05.04.a Obtain information from customer databases.
    - DECA.22 HLM - Hotel and Lodging Management Series Event
    - DECA.23 HTDM - Hospitality Services Team Decision Making Event
    - DECA.24 QSRM - Quick Serve Restaurant Management Series Event
    - DECA.25 RFSM - Restaurant and Food Service Management Series Event
    - DECA.26 TTDM - Travel and Tourism Team Decision Making Event
  - MKMR.05.04.b Obtain marketing information from online sources (e.g., search engines, online databases, blogs, list serves, etc.).

<b>MKMR.05.04.c</b>	Data mine web log for marketing information.
<b>MKMR.05.04.d</b>	Track environmental changes that impact marketing (e.g., technological changes, consumer trends, economic changes, regulatory changes, etc.).
<b>MKMR.05.04.e</b>	Monitor sales data (by volume, product, territory, channel, time period, etc.).
<b>MKMR.05.04.f</b>	Identify transactional data through electronic means (e.g., bar coding, optical scanners, automatic replenishment systems, electronic data interchange [EDI], and reader-sorters).
<b>MKMR.05.04.g</b>	Measure market size and composition.
<b>MKMR.05.05</b>	Implement primary marketing research strategy to test hypothesis and/or to resolve issues.
<b>MKMR.05.05.a</b>	Administer questionnaires.
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKMR.05.05.b</b>	Conduct telephone interviews.
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKMR.05.05.c</b>	Employ techniques to assess ongoing behavior (e.g., business records; manual record sheets; electronic recording devices for telephone, personal, and computer interviewing; smart cards; audio-visual equipment).
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event

DECA.25

RFSM - Restaurant and Food Service Management Series Event

DECA.26

TTDM - Travel and Tourism Team Decision Making Event

MKMR.05.05.d Conduct in-depth interviews.

MKMR.05.05.e Conduct focus groups.

MKMR.05.05.f Conduct continuous panel research.

MKMR.05.05.g Conduct test markets.

MKMR.05.05.h Conduct experiments (e.g., lab and field experiments.).

MKMR.05.06 Process data to translate marketing information into useful insights/knowledge.

MKMR.05.06.a Edit research data.

MKMR.05.06.b Group and score research data.

MKMR.05.06.c Conduct error detection/edit routines.

MKMR.05.06.d Tabulate data.

MKMR.05.06.e Create data matrix.

MKMR.05.06.f Select and use appropriate data support systems.

MKMR.05.06.g Analyze narrative text (e.g., sorting, classifying/ categorizing, identifying patterns, interpreting, selecting mechanical analysis approaches).

MKMR.05.06.h Interpret research data into information for decision-making.

MKMR.05.07 Apply statistical methods and software systems to aid in data interpretation.

MKMR.05.07.a Test for significant differences.

MKMR.05.07.b Test for relationships.

MKMR.05.07.c Test for associations.

MKMR.05.07.d Use statistical inferences to make estimates or to test hypotheses.

MKMR.05.07.e Identify types of modeling techniques.

MKMR.05.07.f Apply mathematical modeling techniques.

MKMR.05.08 Report findings to communicate research information to others.

MKMR.05.08.a Set confidence levels.

FBLA.15

Community Service Project

- MKMR.05.08.b Test for significant differences.
- MKMR.05.08.c Test for relationships.
- MKMR.05.08.d Test for associations.
- MKMR.05.08.e Use statistical inferences to make estimates or to test hypotheses.
- MKMR.05.08.f Identify types of modeling techniques.
- MKMR.05.08.g Apply mathematical modeling techniques.
- MKMR.05.08.h Use statistical software systems (e.g., SPSS, Excel, Access, etc.).

MKMR.05.09 Interpret research data into information for decision-making.

MKMR.05.09.a Interpret descriptive statistics for marketing decision-making.

- DECA.22 HLM - Hotel and Lodging Management Series Event
- DECA.23 HTDM - Hospitality Services Team Decision Making Event
- DECA.24 QSRM - Quick Serve Restaurant Management Series Event
- DECA.25 RFSM - Restaurant and Food Service Management Series Event
- DECA.26 TTDM - Travel and Tourism Team Decision Making Event

MKMR.05.09.b Interpret correlation.

- DECA.22 HLM - Hotel and Lodging Management Series Event
- DECA.23 HTDM - Hospitality Services Team Decision Making Event
- DECA.24 QSRM - Quick Serve Restaurant Management Series Event
- DECA.25 RFSM - Restaurant and Food Service Management Series Event
- DECA.26 TTDM - Travel and Tourism Team Decision Making Event

MKMR.05.10 Manage marketing information to facilitate pricing strategies that maximize return and meet customers' perceptions of value.

MKMR.05.10.a Determine price sensitivity.

MKMR.05.11 Manage marketing information to predict/analyze consumer behavior.

- MKMR.05.11.a Predict demand patterns.
- MKMR.05.11.b Conduct demand analysis.
- MKMR.05.11.c Evaluate product usage.

**MKMR.05.11.d** Analyze purchasing behavior.

**MKMR.05.12** Manage marketing information to facilitate product/service management decisions.

**MKMR.05.12.a** Conduct product analysis.

**MKMR.05.12.b** Conduct customer satisfaction studies.

**MKMR.05.12.c** Conduct service quality studies.

**MKMR.05.12.d** Identify new product opportunities.

**MKMR.05.12.e** Test product concepts.

**MKMR.05.12.f** Design and conduct product tests.

**MKMR.05.12.g** Determine attitudes towards products and brands.

**MKMR.05.12.h** Provide information to launch new products.

**MKMR.05.12.i** Estimate repeat purchase rate.

**MKMR.05.12.j** Estimate purchase cycle.

**MKMR.05.12.k** Predict brand share.

**MKMR.05.12.l** Estimate market share.

**MKMR.05.12.m** Prepare trend analyses.

**MKMR.05.12.n** Monitor inventory data.

**MKMR.05.12.o** Track cost data.

**MKMR.05.12.p** Collect product quality data.

**MKMR.05.12.q** Conduct segmentation studies to understand how to segment products.

**MKMR.05.12.r** Track brand health.

**MKMR.05.13** Manage marketing information to facilitate promotional activities.

**MKMR.05.13.a** Pre-test promotional campaign (e.g., advertising, direct marketing, etc.).

**MKMR.05.13.b** Conduct advertising tracking studies.

**MKMR.05.13.c** Measure media audience.

**MKMR.05.13.d** Measure response rates.

**MKMR.05.14** Assess quality of marketing research activities to determine needed improvements.

- MKMR.05.14.a** Evaluate quality of marketing research studies (e.g., timeliness, speed, sampling, validity/reliability, bias, etc.).
- DECA.35** CMP - Creative Marketing Project
- MKMR.05.14.b** Assess satisfaction with contracted research firms.
- DECA.35** CMP - Creative Marketing Project
- MKMR.05.14.c** Measure the impact of marketing research.
- DECA.35** CMP - Creative Marketing Project
- MKMR.05.14.d** Suggest improvements to marketing research activities.
- DECA.35** CMP - Creative Marketing Project
- MKMR.05.15** Compare marketing research proposals to select agency providing the most value.
- MKMR.05.15.a** Evaluate proposed research methodology.
- DECA.35** CMP - Creative Marketing Project
- MKPS.02** Marketing Information Management: Gather, access, synthesize, evaluate, and disseminate information to aid in making sales.
- MKPS.02.01** Process marketing information to test hypotheses and/or to resolve issues.
- MKPS.02.01.a** Analyze market information.
- MKPS.02.02** Employ marketing information to plan marketing activities.
- MKPS.02.02.a** Describe the use of target marketing in professional selling.
- MKPS.03** Selling: Understand the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future sales opportunities.
- MKPS.03.01** Describe the nature and scope of sales activities.
- MKPS.03.01.a** Explain the impact of sales cycles.
- MKPS.03.02** Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.
- MKPS.03.02.a** Differentiate between consumer and organizational buying behavior.
- MKPS.03.02.b** Identify emerging trends.
- MKPS.03.03** Perform pre-sales activities to facilitate sales presentation.
- MKPS.03.03.a** Explain the use of marketing research information in professional selling.

**FBLA.28****Emerging business Issues**

- MKPS.03.03.b** Prospect for customers.
- MKPS.03.03.c** Qualify customers/clients.
- MKPS.03.03.d** Conduct pre-visit research (e.g., customer's markets/ products, customer's competitors, and competitors' offerings).
- MKPS.03.03.e** Determine sales strategies.
- MKPS.03.03.f** Book appointments with prospective clients.
- MKPS.03.03.g** Prepare sales presentation.
- MKPS.03.03.h** Create a presentation software package to support sales presentation.
- MKPS.03.04** Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
- MKP.03.04.d** Qualify customer's buying motives for use in selling.
- MKPS.03.04.a** Establish relationship with client/customer.
- MKPS.03.04.b** Address needs of individual personalities.
- MKPS.03.04.c** Determine customer/client needs.
- MKPS.03.04.e** Facilitate customer buying decisions.
- MKPS.03.04.f** Assess customer/client needs.
- MKPS.03.04.g** Recommend specific product.

**FBLA.14****Client Service**

- MKPS.03.04.h** Demonstrate product.

**FBLA.14****Client Service**

- MKPS.03.04.i** Prescribe solution to customer/client needs.

**FBLA.14****Client Service**

- MKPS.03.04.j** Convert customer/client objections into selling points.

**DECA.22****HLM - Hotel and Lodging Management Series Event****DECA.23****HTDM - Hospitality Services Team Decision Making Event****DECA.24****QSRM - Quick Serve Restaurant Management Series Event**

DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKPS.03.04.k</b>	Close the sale.
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKPS.03.04.l</b>	Demonstrate suggestion selling.
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
<b>MKPS.03.04.m</b>	Negotiate sales terms.
<b>MKPS.03.04.n</b>	Maintain sales standards.
<b>MKPS.03.04.o</b>	Sell good/service/idea to individuals.
<b>MKPS.03.04.p</b>	Sell good/service/idea to groups.
<b>MKPS.03.05</b>	Process the sale to complete the exchange.
<b>MKPS.03.05.a</b>	Calculate miscellaneous charges.
<b>MKPS.03.05.b</b>	Process special orders.
<b>MKPS.03.05.c</b>	Process telephone orders.
<b>MKPS.03.05.d</b>	Process sales documentation.
<b>MKPS.03.06</b>	Conduct post-sales follow-up activities to foster ongoing relationships with customers.
<b>MKPS.03.06.a</b>	Plan follow-up strategies for use in selling.
<b>MKPS.03.06.b</b>	Prepare sales reports.



- MKPS.**03.06.c** Provide post-sales service.
- MKPS.**03.06.d** Gather customer/client feedback to improve service.
- MKPS.**03.06.e** Conduct self-assessment of sales performance.
- MKPS.**03.07** Plan sales activities to increase sales efficiency and effectiveness.
  - MKPS.**03.07.a** Plan strategies for meeting sales quotas.
  - MKPS.**03.07.b** Develop strategies to win back former customers.
  - MKPS.**03.07.c** Develop a sales-call pattern.
  - MKPS.**03.07.d** Establish sales terms.
  - MKPS.**03.07.e** Explain the nature of key account management.
  - MKPS.**03.07.f** Identify key accounts.
  - MKPS.**03.07.g** Design/Implement a key account plan.
  - MKPS.**03.07.h** Prepare and implement sales plans.
- MKPS.**03.08** Staff sales force to meet customer and organizational objectives.
  - MKPS.**03.08.a** Determine structure of sales department/unit.
  - MKPS.**03.08.b** Determine sales force size.
  - MKPS.**03.08.c** Recruit/Hire salespeople.
  - MKPS.**03.08.d** Establish sales territories.
- MKPS.**03.09** Guide sales staff to improve their success rate and to minimize staff turnover.
  - MKPS.**03.09.a** Explain the nature of sales management.
  - MKPS.**03.09.b** Adapt leadership style for salesperson.
  - MKPS.**03.09.c** Identify sales-training needs.
  - MKPS.**03.09.d** Conduct sales training.
  - MKPS.**03.09.e** Determine strategies to motivate sales staff.
  - MKPS.**03.09.f** Conduct field accompaniments.
  - MKPS.**03.09.g** Conduct sales meetings.
- MKPS.**03.10** Control sales activities to meet sales goals/objectives.

- MKPS.**03.10.a** Set sales quotas.
- MKPS.**03.10.b** Analyze sales reports.
- MKPS.**03.10.c** Monitor sales performance.
- MKPS.**03.10.d** Manage salesperson's underperformance.
- MKPS.**03.10.e** Design incentive programs.
- MKPS.**03.10.f** Control sales plans.

**MKTC.01** Academic Foundations: Solve mathematical problems to obtain information for marketing decision-making.

**MKTC.01.01** Employ numbers and operations in marketing.

- MKTC.**01.01.a** Recognize relationships among numbers.
- MKTC.**01.01.b** Employ mathematical operations.
- MKTC.**01.01.c** Perform computations successfully.
- MKTC.**01.01.d** Predict reasonable estimations.

**MKTC.01.02** Apply algebraic skills in marketing.

- MKTC.**01.02.a** Recognize patterns and mathematical relations.
- MKTC.**01.02.b** Use algebraic symbols to represent, solve, and analyze mathematical problems.
- MKTC.**01.02.c** Create mathematical models from real-life situations.
- MKTC.**01.02.d** Represent changes in quantities mathematically.
- MKTC.**01.02.e** Determine rate of change mathematically.
- MKTC.**01.02.f** Interpret graphical and numerical data.

**MKTC.01.03** Employ measurement skills in marketing.

- MKTC.**01.03.a** Recognize measurable attributes of objects.
- MKTC.**01.03.b** Take measurements correctly.

**MKTC.01.04** Perform data analysis of marketing problems.

- MKTC.**01.04.a** Formulate questions effectively.
- MKTC.**01.04.b** Collect relevant data.
- MKTC.**01.04.c** Organize useful data.

**MKTC.01.04.d** Answer questions appropriately.

**MKTC.01.04.e** Employ appropriate statistical methods in data analysis.

**MKTC.01.04.f** Develop and evaluate inferences and predictions.

**MKTC.01.04.g** Apply basic concepts of probability.

**MKTC.01.05** Implement mathematical problem-solving techniques in marketing.

**MKTC.01.05.a** Identify problem-solving techniques.

**MKTC.01.05.b** Apply a variety of problem-solving strategies.

**MKTC.01.05.c** Adjust problem-solving strategies, when needed.

**MKTC.03** Academic Foundations: Integrate sociological knowledge of group behavior to understand customer decision-making.

**MKTC.03.01** Employ sociological knowledge to facilitate marketing activities.

**MKTC.03.01.a** Analyze and interpret complex societal issues, events, and problems.

**MKTC.03.01.b** Analyze researched information and statistics.

**DECA.29** BOR - Business Services Operations Research

**DECA.30** BMOR - Buying and Merchandising Operations Research

**DECA.31** FOR - Finance Operations Research

**DECA.32** HTOP - Hospitality and Tourism Operations Research

**DECA.33** SEOR - Sports and Entertainment Marketing Operations Research

**FBLA.07** Business Ethics

**FBLA.32** Global Business

**MKTC.04** Academic Foundations: Integrate psychological knowledge to understand customer motivation.

**MKTC.04.01** Apply psychological knowledge to facilitate marketing activities.

**MKTC.04.01.a** Recognize factors influencing perception.

**MKTC.04.01.b** Identify sources of attitude formation.

**MKTC.04.01.c** Assess methods used to evaluate attitudes.

- MKTC.**04.01.d** Identify basic social and cultural strata.
- MKTC.**04.01.e** Determine behavioral effects of social and cultural strata.
- MKTC.**04.01.f** Analyze effects of others on individual behavior.
- MKTC.**04.01.g** Predict likelihood of conformity and obedience.
- MKTC.**04.01.h** Determine significance of aggression.
- MKTC.**04.01.i** Recognize factors affecting personality.
- MKTC.**04.01.j** Evaluate the nature of change over a lifetime.
- MKTC.**04.01.k** Identify sources of stress.
- MKTC.**04.01.l** Detail reactions to stress.
- MKTC.**04.01.m** Employ strategies for dealing with stress.
- MKTC.**04.01.n** Investigate factors affecting motivation.
- MKTC.**04.01.o** Analyze cues to basic drives/motives.
- MKTC.**04.01.p** Analyze the development of motives.

**MKTC.05** Communications: Obtain and convey ideas and information in marketing to facilitate business operations.

**MKTC.05.01** Read to acquire meaning from written material and to apply the information to marketing tasks.

**MKTC.05.01.a** Identify sources that provide relevant, valid written material.

- DECA.01 PBM - Principles of Business Management and Administration Event
- DECA.02 PFN - Principles of Finance Event
- DECA.03 PHT - Principles of Hospitality and Tourism Event
- DECA.04 PMK - Principles of Marketing Event

**MKTC.05.01.b** Extract relevant information from written materials.

- DECA.01 PBM - Principles of Business Management and Administration Event
- DECA.02 PFN - Principles of Finance Event
- DECA.03 PHT - Principles of Hospitality and Tourism Event
- DECA.04 PMK - Principles of Marketing Event

**MKTC.05.01.c** Apply written directions to achieve tasks.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.05.01.d** Analyze company resources to ascertain policies and procedures.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.05.02** Apply active listening skills in marketing.

**MKTC.05.02.a** Explain communication techniques that support and encourage speakers.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

FBLA.38 Introduction to Business Communication

FBLA.53 Sports Management

**MKTC.05.02.b** Follow oral directions.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.34	CSP - Community Service Project

DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.38	Introduction to Business Communication
FBLA.53	Sports Management
<b>MKTC.05.02.c</b>	Demonstrate active listening skills.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating

FBLA.33	Health Care Administration
FBLA.38	Introduction to Business Communication
FBLA.53	Sports Management

**MKTC.05.03** Apply verbal skills in performing marketing activities.

**MKTC.05.03.a** Explain the nature of effective verbal communications.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating

**MKTC.05.03.b** Ask relevant questions.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series

DECA.29	BOR - Business Services Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.03.c</b>	Interpret others' nonverbal cues.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan



DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.03.d</b>	Provide legitimate responses to inquiries.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.31	FOR - Finance Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.03.e</b>	Give verbal directions.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research

DECA.31	FOR - Finance Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.03.f</b>	Employ communication styles appropriate to target audience.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.31	FOR - Finance Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project

DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.03.g</b>	Defend ideas objectively.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.31	FOR - Finance Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.03.h</b>	Handle telephone calls in a businesslike manner.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

FBLA.33	Health Care Administration
FBLA.53	Sports Management
<b>MKTC.05.03.i</b>	Participate in group discussions.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.03.j</b>	Make oral presentations.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research

DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan
FBLA.12	Business Presentation
FBLA.15	Community Service Project
FBLA.28	Emerging business Issues
FBLA.33	Health Care Administration
FBLA.38	Introduction to Business Communication
FBLA.45	Marketing--Modified
FBLA.48	Parliamentary Procedure
FBLA.51	Public Speaking I
FBLA.52	Public Speaking II
FBLA.53	Sports Management

**MKTC.05.04** Record information when performing marketing activities.

**MKTC.05.04.a** Utilize note-taking strategies.

DECA.01	PBM - Principles of Business Management and Administration Event
---------	--

DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan
FBLA.33	Health Care Administration
FBLA.51	Public Speaking I
FBLA.52	Public Speaking II
<b>MKTC.05.04.b</b>	<b>Organize information graphically.</b>
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project

DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan
FBLA.51	Public Speaking I
FBLA.52	Public Speaking II
<b>MKTC.05.04.c</b>	Select and use appropriate graphic aids.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating

FBLA.08 Business Financial Plan

FBLA.51 Public Speaking I

FBLA.52 Public Speaking II

**MKTC.05.05** Write internal and external business correspondence in marketing.

**MKTC.05.05.a** Explain the nature of effective written communications.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

DECA.34 CSP - Community Service Project

DECA.35 CMP - Creative Marketing Project

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.37 FLPP - Financial Literacy Promotion Project

DECA.38 LEP - Learn and Earn Project

DECA.39 PRP - Public Relations Project

DECA.40 ENW - Entrepreneurship Written

DECA.41 IBP - International Business Plan

DECA.42 ENPI/ENPF - Entrepreneurship Participating

FBLA.08 Business Financial Plan

**MKTC.05.05.b** Select and utilize appropriate formats for professional writing.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

DECA.29 BOR - Business Services Operations Research

DECA.30 BMOR - Buying and Merchandising Operations Research



DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan
<b>MKTC.05.05.c</b>	Edit and revise written work consistent with professional standards.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project

DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan
<b>MKTC.05.05.d</b>	Write professional e-mails.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan
<b>MKTC.05.05.e</b>	Write and send business messages electronically.
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project

DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan

**MKTC.05.05.f** Write business letters.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan

**MKTC.05.05.g** Write informational messages.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event

DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan

**MKTC.05.05.h** Write inquiries.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan

**MKTC.05.05.i** Write persuasive messages.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan

**MKTC.05.05.j** Write executive summaries.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project

DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.06	Business Communication
FBLA.08	Business Financial Plan
<b>MKTC.05.05.k</b>	Prepare simple written reports.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
<b>MKTC.05.05.I</b>	Prepare complex written reports.
DECA.29	BOR - Business Services Operations Research

DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating

**MKTC.05.05.m** Write proposals.

DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.08	Business Financial Plan
FBLA.49	Partnership with Business Project

**MKTC.05.06** Communicate with staff to clarify workplace objectives.

**MKTC.05.06.a** Explain the nature of staff communication.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.05.06.b** Choose appropriate channel for workplace communication.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.05.06.c** Participate in a staff meeting.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.05.06.d** Provide directions for completing job tasks.

**MKTC.05.06.e** Update employees on business and economic trends.

**MKTC.05.06.f** Conduct a staff meeting.

**MKTC.05.07** Communicate effectively with customers to foster positive relationships that enhance company image.

**MKTC.05.07.a** Explain the nature of effective communication.

**MKTC.05.07.b** Reinforce service orientation through communication.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.05.07.c** Respond to customer inquiries.



DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.05.07.d** Adapt communication to the cultural and social differences among clients.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.05.07.e** Interpret business policies to customers/clients.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.05.08** Use communication skills to influence others.

**MKTC.05.08.a** Persuade others.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project

DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written
DECA.41	IBP - International Business Plan
DECA.42	ENPI/ENPF - Entrepreneurship Participating
FBLA.48	Parliamentary Procedure
<b>MKTC.05.08.b</b>	Demonstrate negotiation skills.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.28	HRM - Human Resources Management Series
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.34	CSP - Community Service Project
DECA.35	CMP - Creative Marketing Project
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.37	FLPP - Financial Literacy Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.40	ENW - Entrepreneurship Written

DECA.41 IBP - International Business Plan

DECA.42 ENPI/ENPF - Entrepreneurship Participating

FBLA.48 Parliamentary Procedure

**MKTC.06** Information Technology Applications: Apply technological tools in marketing to expedite workflow.

**MKTC.06.01** Utilize information-technology tools in marketing.

**MKTC.06.01.a** Identify ways that technology impacts business.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.40 Introduction to Technology Concepts

**MKTC.06.01.b** Explain the role of information systems.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.40 Introduction to Technology Concepts

**MKTC.06.01.c** Discuss principles of computer systems.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.40 Introduction to Technology Concepts

**MKTC.06.01.d** Use basic operating systems.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.40	Introduction to Technology Concepts
<b>MKTC.06.01.e</b>	Describe the scope of the Internet.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.40	Introduction to Technology Concepts
<b>MKTC.06.01.f</b>	Demonstrate basic e-mail functions.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
<b>MKTC.06.01.g</b>	Demonstrate personal information management/ productivity applications.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.40	Introduction to Technology Concepts
FBLA.42	Local Chapter Annual Business Report
<b>MKTC.06.01.h</b>	Demonstrate basic web-search skills.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

FBLA.12	Business Presentation
FBLA.40	Introduction to Technology Concepts
FBLA.42	Local Chapter Annual Business Report
FBLA.57	Web Site Design
<b>MKTC.06.01.i</b>	Demonstrate basic word processing skills.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
<b>MKTC.06.01.j</b>	Demonstrate basic presentation applications.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
<b>MKTC.06.01.k</b>	Demonstrate basic database applications.
DECA.01	PBM - Principles of Business Management and Administration Event

DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
<b>MKTC.06.01.i</b>	Demonstrate basic spreadsheet applications.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
<b>MKTC.06.01.m</b>	Use an integrated business software application package.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
<b>MKTC.06.01.n</b>	Demonstrate collaborative/groupware applications.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.27	Electronic Career Portfolio--Modified
FBLA.40	Introduction to Technology Concepts
<b>MKTC.06.01.o</b>	Create and post basic web page.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.40	Introduction to Technology Concepts

FBLA.57

## Web Site Design

**MKTC.07** Systems: Understand the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new marketing project or business venture.

**MKTC.07.01** Employ entrepreneurial discovery strategies in marketing.

**MKTC.07.01.a** Explain the need for entrepreneurial discovery.

DECA.36

EPP - Entrepreneurship Promotion Project

DECA.40

ENW - Entrepreneurship Written

**MKTC.07.01.b** Discuss entrepreneurial discovery processes.

DECA.36

EPP - Entrepreneurship Promotion Project

DECA.40

ENW - Entrepreneurship Written

**MKTC.07.01.c** Assess global trends and opportunities.

**MKTC.07.01.d** Determine opportunities for venture creation.

DECA.36

EPP - Entrepreneurship Promotion Project

DECA.40

ENW - Entrepreneurship Written

**MKTC.07.01.e** Assess opportunities for venture creation.

DECA.36

EPP - Entrepreneurship Promotion Project

DECA.40

ENW - Entrepreneurship Written

**MKTC.07.01.f** Describe idea-generation methods.

DECA.36

EPP - Entrepreneurship Promotion Project

DECA.40

ENW - Entrepreneurship Written

**MKTC.07.01.g** Generate venture ideas.

DECA.36

EPP - Entrepreneurship Promotion Project

DECA.40

ENW - Entrepreneurship Written

**MKTC.07.01.h** Determine feasibility of venture ideas.

DECA.36

EPP - Entrepreneurship Promotion Project

DECA.40

ENW - Entrepreneurship Written

**MKTC.07.02** Develop concept for new marketing project or business venture.

**MKTC.07.02.a** Describe entrepreneurial planning considerations.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.02.b** Explain tools used by entrepreneurs for venture planning.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.02.c** Assess start-up requirements.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.38 LEP - Learn and Earn Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.02.d** Assess risks associated with venture.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.38 LEP - Learn and Earn Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.02.e** Describe external resources useful to entrepreneurs during concept development.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.38 LEP - Learn and Earn Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.02.f** Assess the need to use external resources for concept development.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.38 LEP - Learn and Earn Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.02.g** Describe strategies to protect intellectual property.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.38 LEP - Learn and Earn Project



DECA.40	ENW - Entrepreneurship Written
MKTC.07.02.h	Use components of business plan to define venture idea.
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.38	LEP - Learn and Earn Project
DECA.40	ENW - Entrepreneurship Written
MKTC.07.03	Determine needed resources for a new marketing project or business venture.
MKTC.07.03.a	Describe processes used to acquire adequate financial resources for venture creation/start-up.
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.40	ENW - Entrepreneurship Written
MKTC.07.03.b	Select sources to finance venture creation/start-up.
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.40	ENW - Entrepreneurship Written
MKTC.07.03.c	Explain factors to consider in determining a venture's human-resource needs.
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.40	ENW - Entrepreneurship Written
MKTC.07.03.d	Explain considerations in making the decision to hire staff.
DECA.36	EPP - Entrepreneurship Promotion Project
MKTC.07.03.e	Describe considerations in selecting capital resources.
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.40	ENW - Entrepreneurship Written
MKTC.07.03.f	Identify capital resources needed for the venture.
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.40	ENW - Entrepreneurship Written
MKTC.07.03.g	Assess the costs/benefits associated with resources.
DECA.36	EPP - Entrepreneurship Promotion Project
DECA.40	ENW - Entrepreneurship Written

**MKTC.07.04** Actualize new marketing project or business venture.

**MKTC.07.04.a** Use external resources to supplement entrepreneur's expertise.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.04.b** Explain the complexity of business operations.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.04.c** Evaluate risk-taking opportunities.

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.04.d** Explain the need for business systems and procedures.

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.04.e** Describe the use of operating procedures.

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.04.f** Explain methods/processes for organizing workflow.

DECA.40 ENW - Entrepreneurship Written

**MKTC.07.04.g** Develop and/or provide product/service.

DECA.40 ENW - Entrepreneurship Written

FBLA.49 Partnership with Business Project

**MKTC.07.04.h** Use creative problem-solving in business activities/decisions.

DECA.35 CMP - Creative Marketing Project

DECA.40 ENW - Entrepreneurship Written

FBLA.49 Partnership with Business Project

**MKTC.07.04.i** Explain the impact of resource productivity on venture success.

DECA.40 ENW - Entrepreneurship Written

FBLA.49 Partnership with Business Project

- MKTC.07.04.j** Create processes for ongoing opportunity recognition.
- DECA.40 ENW - Entrepreneurship Written
- FBLA.49 Partnership with Business Project
- MKTC.07.04.k** Develop plan to invest resources into improving current products or creating new ones.
- DECA.40 ENW - Entrepreneurship Written
- FBLA.49 Partnership with Business Project
- MKTC.07.04.l** Adapt to changes in business environment.
- DECA.40 ENW - Entrepreneurship Written
- FBLA.49 Partnership with Business Project
- MKTC.07.05** Select harvesting strategies for marketing project or business venture.
- MKTC.07.05.a** Explain the need for continuation planning.
- DECA.40 ENW - Entrepreneurship Written
- MKTC.07.05.b** Describe methods of venture harvesting.
- MKTC.07.05.c** Evaluate options for continued venture involvement.
- DECA.40 ENW - Entrepreneurship Written
- MKTC.07.05.d** Develop exit strategies.
- DECA.40 ENW - Entrepreneurship Written
- MKTC.11** Systems: Understand the tools, techniques, and systems that marketers use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders.
- MKTC.11.01** Describe marketing's role and function in business.
- MKTC.11.01.a** Explain marketing and its importance in a global economy.
- DECA.01 PBM - Principles of Business Management and Administration Event
- DECA.02 PFN - Principles of Finance Event
- DECA.03 PHT - Principles of Hospitality and Tourism Event
- DECA.04 PMK - Principles of Marketing Event
- MKTC.11.01.b** Describe marketing functions and related activities.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.11.02** Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

**MKTC.11.02.a** Explain customer/client/business buying behavior.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.11.02.b** Discuss actions employees can take to achieve the company's desired results.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.11.02.c** Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.).

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event

**MKTC.11.03** Determine a company's unique selling proposition to recognize what sets the company apart from its competitors.

**MKTC.11.03.a** Identify company's unique selling proposition.

**MKTC.11.03.b** Identify internal and external service standards.

**MKTC.12** Systems: Understand the techniques and strategies used to foster positive, ongoing relationships with customers.

**MKTC.12.01** Foster positive relationships with customers to enhance company image.

**MKTC.12.01.a** Explain the nature of positive customer relations.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.12.01.b** Demonstrate a customer-service mindset.

**MKTC.12.01.c** Explain management's role in customer relations.

**MKTC.12.02** Reinforce company's image to exhibit the company's brand promise.

**MKTC.12.02.a** Identify company's brand promise.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.12.02.b** Determine ways of reinforcing the company's image through employee performance.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.12.03** Describe the nature of customer relationship management to show its contributions to a company.

**MKTC.12.03.a** Discuss the nature of customer relationship management.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.34 Help Desk

**MKTC.12.03.b** Explain the role of ethics in customer relationship management.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.34 Help Desk

**MKTC.12.03.c** Describe the use of technology in customer relationship management.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.34 Help Desk

**MKTC.15** Ethics and Legal Responsibilities: Understand business's responsibility to know and abide by laws, regulations, and ethical behavior that affect business operations and transactions.

**MKTC.15.01** Employ ethical actions in obtaining and providing information to acquire others' confidence.

**MKTC.15.01.a** Respect the privacy of others.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.15.01.b** Explain ethical considerations in providing information.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.07	Business Ethics
MKTC.15.01.c	Protect confidential information.
FBLA.07	Business Ethics
FBLA.57	Web Site Design
MKTC.15.01.d	Determine information appropriate to obtain from a client or another employee.
FBLA.07	Business Ethics
MKTC.15.02	Apply ethics to demonstrate trustworthiness.
MKTC.15.02.a	Explain the nature of business ethics.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.07	Business Ethics
MKTC.15.02.b	Demonstrate responsible behavior.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.07	Business Ethics
FBLA.14	Client Service
MKTC.15.02.c	Demonstrate honesty and integrity.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.07	Business Ethics

FBLA.14 Client Service

MKTC.15.02.d Demonstrate ethical work habits.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.07 Business Ethics

FBLA.14 Client Service

MKTC.15.03 Manage internal and external business relationships to foster positive interactions.

MKTC.15.03.a Treat others fairly at work.

FBLA.07 Business Ethics

MKTC.15.03.b Describe ethics in human resources issues.

DECA.28 HRM - Human Resources Management Series

FBLA.07 Business Ethics

MKTC.16 Employability and Career Development: Understand concepts, tools, and strategies used to explore, obtain, and develop in a marketing career.

MKTC.16.01 Foster self-understanding to recognize the impact of personal feelings on others.

MKTC.16.01.a Describe the nature of emotional intelligence.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

MKTC.16.01.b Explain the concept of self-esteem.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event



FBLA.27                      Electronic Career Portfolio--Modified

**MKTC.16.01.c**      Recognize personal biases and stereotypes.

DECA.01                      PBM - Principles of Business Management and Administration Event

DECA.02                      PFN - Principles of Finance Event

DECA.03                      PHT - Principles of Hospitality and Tourism Event

DECA.04                      PMK - Principles of Marketing Event

FBLA.27                      Electronic Career Portfolio--Modified

**MKTC.16.01.d**      Assess personal strengths and weaknesses.

DECA.01                      PBM - Principles of Business Management and Administration Event

DECA.02                      PFN - Principles of Finance Event

DECA.03                      PHT - Principles of Hospitality and Tourism Event

DECA.04                      PMK - Principles of Marketing Event

FBLA.27                      Electronic Career Portfolio--Modified

FBLA.41                      Job Interview

**MKTC.16.02**      Acquire self-development skills for success in marketing careers.

**MKTC.16.02.a**      Maintain appropriate personal appearance.

DECA.01                      PBM - Principles of Business Management and Administration Event

DECA.02                      PFN - Principles of Finance Event

DECA.03                      PHT - Principles of Hospitality and Tourism Event

DECA.04                      PMK - Principles of Marketing Event

FBLA.14                      Client Service

FBLA.27                      Electronic Career Portfolio--Modified

FBLA.41                      Job Interview

FBLA.51                      Public Speaking I

FBLA.52                      Public Speaking II

**MKTC.16.02.b**      Demonstrate systematic behavior.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.14	Client Service
FBLA.27	Electronic Career Portfolio--Modified
FBLA.41	Job Interview
FBLA.51	Public Speaking I
FBLA.52	Public Speaking II

**MKTC.16.02.c** Set personal goals.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.27	Electronic Career Portfolio--Modified
FBLA.41	Job Interview
FBLA.51	Public Speaking I
FBLA.52	Public Speaking II

**MKTC.16.02.d** Use feedback for personal growth.

FBLA.27	Electronic Career Portfolio--Modified
FBLA.51	Public Speaking I
FBLA.52	Public Speaking II

**MKTC.16.03** Develop personal traits to foster career advancement in marketing.

**MKTC.16.03.a** Identify desirable personality traits important to business.

DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event

DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
FBLA.27	Electronic Career Portfolio--Modified
FBLA.36	Impromptu Speaking
FBLA.43	Management Decision Making
FBLA.51	Public Speaking I
FBLA.52	Public Speaking II
<b>MKTC.16.03.b</b>	Exhibit a positive attitude.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
<b>MKTC.16.03.c</b>	Exhibit self-confidence.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
<b>MKTC.16.03.d</b>	Demonstrate interest and enthusiasm.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event
DECA.04	PMK - Principles of Marketing Event
<b>MKTC.16.03.e</b>	Demonstrate initiative.
DECA.01	PBM - Principles of Business Management and Administration Event
DECA.02	PFN - Principles of Finance Event
DECA.03	PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.17** Technical Skills: Understand tools and strategies used to access, process, maintain, evaluate, and disseminate marketing information to assist with business decision-making.

**MKTC.17.01** Use information literacy skills in marketing.

**MKTC.17.01.a** Assess information needs.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.27 Electronic Career Portfolio--Modified

**MKTC.17.01.b** Obtain needed information efficiently.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.17.01.c** Evaluate quality and source of information.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

DECA.34 CSP - Community Service Project

DECA.35 CMP - Creative Marketing Project

DECA.36 EPP - Entrepreneurship Promotion Project

DECA.37 FLPP - Financial Literacy Promotion Project

DECA.38 LEP - Learn and Earn Project

DECA.39 PRP - Public Relations Project

FBLA.27                      Electronic Career Portfolio--Modified

**MKTC.17.01.d**      Apply information to accomplish a task.

DECA.01                      PBM - Principles of Business Management and Administration Event

DECA.02                      PFN - Principles of Finance Event

DECA.03                      PHT - Principles of Hospitality and Tourism Event

DECA.04                      PMK - Principles of Marketing Event

FBLA.14                      Client Service

FBLA.27                      Electronic Career Portfolio--Modified

**MKTC.17.01.e**      Store information for future use.

DECA.01                      PBM - Principles of Business Management and Administration Event

DECA.02                      PFN - Principles of Finance Event

DECA.03                      PHT - Principles of Hospitality and Tourism Event

DECA.04                      PMK - Principles of Marketing Event

FBLA.14                      Client Service

FBLA.27                      Electronic Career Portfolio--Modified

**MKTC.17.02**      Acquire a foundational knowledge of information management.

**MKTC.17.02.a**      Discuss the nature of information management.

DECA.01                      PBM - Principles of Business Management and Administration Event

DECA.02                      PFN - Principles of Finance Event

DECA.03                      PHT - Principles of Hospitality and Tourism Event

DECA.04                      PMK - Principles of Marketing Event

FBLA.27                      Electronic Career Portfolio--Modified

**MKTC.17.02.b**      Explain the role of ethics in information management.

DECA.01                      PBM - Principles of Business Management and Administration Event

DECA.02                      PFN - Principles of Finance Event

DECA.03                      PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

FBLA.27 Electronic Career Portfolio--Modified

**MKTC.17.02.c** Explain legal issues associated with information management.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.17.04** Acquire information that can be used to guide business decision-making.

**MKTC.17.04.a** Describe current business trends.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.17.04.b** Monitor internal records for business information.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.17.04.c** Conduct an environmental scan to obtain business information.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.17.04.d** Interpret statistical findings.

DECA.01 PBM - Principles of Business Management and Administration Event

DECA.02 PFN - Principles of Finance Event

DECA.03 PHT - Principles of Hospitality and Tourism Event

DECA.04 PMK - Principles of Marketing Event

**MKTC.23** Technical Skills: Understand the concepts and processes needed to identify, select, monitor, and evaluate sales channels.

**MKTC.23.01** Acquire foundational knowledge of channel management to understand its role in marketing.

**MKTC.23.01.a** Explain the nature and scope of distribution.

DECA.22 HLM - Hotel and Lodging Management Series Event

DECA.23 HTDM - Hospitality Services Team Decision Making Event

DECA.24 QSRM - Quick Serve Restaurant Management Series Event

DECA.25 RFSM - Restaurant and Food Service Management Series Event

DECA.26 TTDM - Travel and Tourism Team Decision Making Event

FBLA.45 Marketing--Modified

**MKTC.23.01.b** Explain the relationship between customer service and channel management.

DECA.05 ADC - Advertising Campaign Event

DECA.06 AAM - Apparel and Accessories Marketing Series Event

DECA.07 ASM - Automotive Services Marketing Series Event

DECA.08 BSM - Business Services Marketing Series Event

DECA.09 BTDM - Buying and Merchandising Team Decision Making Event

DECA.10 DQB - DECA Quiz Bowl

DECA.11 FMP - Fashion Merchandising Promotion Plan Event

DECA.12 FMS - Food Marketing Series Event

DECA.13 MTDM - Marketing Communications Team Decision Making Event

DECA.14 MMS - Marketing Management Series Event

DECA.15 PSE - Professional Selling Event

DECA.16 RMS - Retail Merchandising Series Event

DECA.17 SEM - Sports and Entertainment Marketing Series Event

DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.45	Marketing--Modified
MKTC.23.01.c	Explain the nature of channels of distribution.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan



DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.45	Marketing--Modified
<b>MKTC.23.01.d</b>	Describe the use of technology in the channel management function.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.45	Marketing--Modified
<b>MKTC.23.01.e</b>	Explain legal considerations in channel management.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.45	Marketing--Modified
<b>MKTC.23.01.f</b>	<b>Describe ethical considerations in channel management.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event

DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.45	Marketing--Modified

**MKTC.23.02** Manage channel activities to minimize costs and to determine distribution strategies.

**MKTC.23.02.a** Coordinate channel management with other marketing activities.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event

DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.45	Marketing--Modified
<b>MKTC.23.02.b</b>	<b>Explain the nature of channel-member relationships.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event

DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.22	HLM - Hotel and Lodging Management Series Event
DECA.23	HTDM - Hospitality Services Team Decision Making Event
DECA.24	QSRM - Quick Serve Restaurant Management Series Event
DECA.25	RFSM - Restaurant and Food Service Management Series Event
DECA.26	TTDM - Travel and Tourism Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.45	Marketing--Modified

MKTC.23.02.c Explain the nature of channel strategies.

FBLA.45 Marketing--Modified

MKTC.23.02.d Select channels of distribution.

FBLA.45 Marketing--Modified

MKTC.23.02.e Evaluate channel members.

FBLA.45 Marketing--Modified

MKTC.24 Technical Skills: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate marketing information for use in making business decisions.

MKTC.24.01 Acquire foundational knowledge of marketing information management to understand its nature and scope.

MKTC.24.01.a Describe the need for marketing information.

DECA.05 ADC - Advertising Campaign Event

DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.01.b</b>	Explain the nature and scope of the marketing information management function.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event

DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.01.c</b>	Explain the role of ethics in marketing information management.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.01.d</b>	Describe the use of technology in the marketing information management function.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.24.02** Explain marketing research activities to show command of their nature and scope.

**MKTC.24.02.a** Explain the nature of marketing research.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event



DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.02.b</b>	<b>Explain types of primary marketing research.</b>
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
<b>MKTC.24.02.c</b>	<b>Identify sources of primary and secondary data.</b>
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research

DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
<b>MKTC.24.02.d</b>	Explain research techniques.
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
<b>MKTC.24.02.e</b>	Determine the marketing research problem/issue.
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
<b>MKTC.24.02.f</b>	Identify research approaches (e.g., observation, survey, experiment) appropriate to the research problem/issue.
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
<b>MKTC.24.02.g</b>	Identify the relationship between the research purpose and the marketing research objectives.
DECA.29	BOR - Business Services Operations Research

DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
<b>MKTC.24.02.h</b>	Discuss the nature of sampling plans (i.e., who, how many, how chosen).
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project

DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
MKTC.24.02.i	Describe types of rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.).
MKTC.24.02.j	Explain the use of diaries (e.g., product, media-use, contact).
MKTC.24.02.k	Explain the nature of qualitative research.
MKTC.24.03	Explain data-collection methods to evaluate their appropriateness for the research problem/issue.
MKTC.24.03.a	Identify information monitored for marketing decision-making.
DECA.35	CMP - Creative Marketing Project
MKTC.24.03.b	Describe data-collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners, etc.).
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.29	BOR - Business Services Operations Research

DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.35	CMP - Creative Marketing Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.24.04** Interpret marketing information to test hypotheses and/or to resolve issues.

**MKTC.24.04.a** Describe techniques for processing marketing information.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.35	CMP - Creative Marketing Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.24.04.b** Interpret descriptive statistics in marketing decision-making.

DECA.35 CMP - Creative Marketing Project

**MKTC.24.05** Assess marketing research briefs to determine comprehensiveness and clarity.

**MKTC.24.05.a** Explain the nature of marketing research briefs.

DECA.05 ADC - Advertising Campaign Event

DECA.06 AAM - Apparel and Accessories Marketing Series Event

DECA.07 ASM - Automotive Services Marketing Series Event

DECA.08 BSM - Business Services Marketing Series Event

DECA.09 BTDM - Buying and Merchandising Team Decision Making Event

DECA.10 DQB - DECA Quiz Bowl

DECA.11 FMP - Fashion Merchandising Promotion Plan Event

DECA.12 FMS - Food Marketing Series Event

DECA.13 MTDM - Marketing Communications Team Decision Making Event

DECA.14 MMS - Marketing Management Series Event

DECA.15 PSE - Professional Selling Event

DECA.16 RMS - Retail Merchandising Series Event

DECA.17 SEM - Sports and Entertainment Marketing Series Event

DECA.18 STDM - Sports and Entertainment Marketing Team Decision Making Event

DECA.43 SEPP - Sports and Entertainment Promotion Plan

DECA.44 HTPS - Hospitality and Tourism Professional Selling

**MKTC.24.05.b** Determine usefulness of marketing research briefs.

**MKTC.24.06** Evaluate marketing research procedures and findings to assess their credibility.

**MKTC.24.06.a** Identify sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design).

DECA.05 ADC - Advertising Campaign Event

DECA.06 AAM - Apparel and Accessories Marketing Series Event

DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.06.b</b>	Evaluate questionnaire design (e.g., types of questions, question wording, routing, sequencing, length layout).
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event

DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.06.c</b>	Assess information sources on basis of strengths and weaknesses.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.06.d</b>	Assess timeliness of research information.
DECA.05	ADC - Advertising Campaign Event



DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.24.06.e</b>	Assess appropriateness of research methods for problem/issue.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event

DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.25** Technical Skills: Understand the concepts and strategies utilized to determine and target marketing strategies to a select audience.

**MKTC.25.01** Employ marketing information to develop a marketing plan.

**MKTC.25.01.a** Explain the concept of marketing strategies.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event

DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.b</b>	Identify considerations in implementing global marketing strategies.
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.c</b>	Explain the concept of market and market identification.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event

DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.08	Business Financial Plan
FBLA.25	E-business
FBLA.32	Global Business
<b>MKTC.25.01.d</b>	Identify market segments.
FBLA.08	Business Financial Plan
FBLA.25	E-business
FBLA.32	Global Business
<b>MKTC.25.01.e</b>	Select target market.
FBLA.08	Business Financial Plan
FBLA.25	E-business
FBLA.32	Global Business
<b>MKTC.25.01.f</b>	Explain the nature of marketing planning.
FBLA.08	Business Financial Plan
FBLA.25	E-business
FBLA.32	Global Business
<b>MKTC.25.01.g</b>	Explain the nature of marketing plans.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event

DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.h</b>	<b>Explain the role of situational analysis in the marketing planning process.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event

DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.i</b>	Conduct market analysis.
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.j</b>	Conduct SWOT analysis for use in the marketing planning process.
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.k</b>	Assess global trends and opportunities.
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.l</b>	Conduct competitive analysis.
FBLA.08	Business Financial Plan
FBLA.32	Global Business
<b>MKTC.25.01.m</b>	Explain the nature of sales forecasts.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event

DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.08	Business Financial Plan
FBLA.32	Global Business
MKTC.25.01.n	Forecast sales for marketing plan.
FBLA.08	Business Financial Plan
FBLA.32	Global Business
MKTC.25.01.o	Set marketing goals and objectives.
FBLA.32	Global Business
MKTC.25.01.p	Select marketing metrics.
FBLA.32	Global Business
MKTC.25.01.q	Set a marketing budget.
FBLA.32	Global Business
MKTC.25.01.r	Develop marketing plan.
FBLA.32	Global Business
MKTC.25.02	Assess marketing strategies to improve return on marketing investment (ROMI).
MKTC.25.02.a	Describe measures used to control marketing planning.
MKTC.25.02.b	Explain strategies for linking performance measures to financial outcomes.
MKTC.25.02.c	Translate performance measures into financial outcomes.
MKTC.25.02.d	Monitor and evaluate performance of marketing plan.
MKTC.25.02.e	Assess cost-effectiveness of measurement tools.

MKTC.**25.02.f** Conduct marketing audits.

MKTC.**26** Technical Skills: Understand concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value.

MKTC.**26.01** Develop a foundational knowledge of pricing to understand its role in marketing.

MKTC.**26.01.a** Explain the nature and scope of the pricing function.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

MKTC.**26.01.b** Describe the role of business ethics in pricing.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event



DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.07	Business Ethics

**MKTC.26.01.c** Explain the use of technology in the pricing function.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event

DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.26.01.d</b>	Explain legal considerations for pricing.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.26.01.e</b>	Explain factors affecting pricing decisions.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event

DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.27** Technical Skills: Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.

**MKTC.27.01** Acquire a foundational knowledge of product/service management to understand its nature and scope.

**MKTC.27.01.a** Explain the nature and scope of the product/service management function.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event

DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.01.b</b>	Identify the impact of product life cycles on marketing decisions.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.01.c</b>	Describe the use of technology in the product/service management function.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.01.d</b>	<b>Explain business ethics in product/service management.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event

DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.07	Business Ethics

**MKTC.27.02** Generate product ideas to contribute to ongoing business success.

**MKTC.27.02.a** Identify product opportunities.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan

DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.02.b</b>	Identify methods/techniques to generate a product idea.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.02.c</b>	Generate product ideas.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event

DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
MKTC.27.02.d	Determine initial feasibility of product idea.
MKTC.27.02.e	Adjust idea to create functional product.
MKTC.27.02.f	Identify champion to push ideas through to fruition.
MKTC.27.02.g	Create processes for ongoing opportunity recognition.
MKTC.27.03	Apply quality assurances to enhance product/service offerings.
MKTC.27.03.a	Describe the uses of grades and standards in marketing.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event



DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.03.b</b>	<b>Explain warranties and guarantees.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.03.c</b>	<b>Identify consumer protection provisions of appropriate agencies.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event

DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.27.03.d** Evaluate customer experience.

**MKTC.27.04** Employ product-mix strategies to meet customer expectations.

**MKTC.27.04.a** Explain the concept of product mix.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event

DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.04.b</b>	Describe the nature of product bundling.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.04.c</b>	Identify product to fill customer need.

**MKTC.27.04.d** Plan product mix.

**MKTC.27.04e** Determine services to provide customers.

**MKTC.27.05** Position products/services to acquire desired business image.

**MKTC.27.05.a** Describe factors used by marketers to position products/services.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.27.05.b** Explain the nature of product/service branding.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event

DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

MKTC.**27.05.c** Explain the role of customer service in positioning/ image.

MKTC.**27.05.d** Develop strategies to position products/services.

DECA.29	BOR - Business Services Operations Research
DECA.30	BMOR - Buying and Merchandising Operations Research
DECA.31	FOR - Finance Operations Research
DECA.32	HTOP - Hospitality and Tourism Operations Research
DECA.33	SEOR - Sports and Entertainment Marketing Operations Research

MKTC.**27.05.e** Build product/service brand.

MKTC.**27.06** Position company to acquire desired business image.

MKTC.**27.06.a** Explain the nature of corporate branding.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event

DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.27.06.b</b>	Describe factor used by businesses to position corporate brands.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making

Event

DECA.43 SEPP - Sports and Entertainment Promotion Plan

DECA.44 HTPS - Hospitality and Tourism Professional Selling

MKTC.27.06.c Develop strategies to position corporate brands.

MKTC.27.06.d Build corporate brands.

MKTC.28 Technical Skills: Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome.

MKTC.28.01 Acquire a foundational knowledge of promotion to understand its nature and scope.

MKTC.28.01.a Explain the role of promotion as a marketing function.

DECA.05 ADC - Advertising Campaign Event

DECA.06 AAM - Apparel and Accessories Marketing Series Event

DECA.07 ASM - Automotive Services Marketing Series Event

DECA.08 BSM - Business Services Marketing Series Event

DECA.09 BTDM - Buying and Merchandising Team Decision Making Event

DECA.10 DQB - DECA Quiz Bowl

DECA.11 FMP - Fashion Merchandising Promotion Plan Event

DECA.12 FMS - Food Marketing Series Event

DECA.13 MTDM - Marketing Communications Team Decision Making Event

DECA.14 MMS - Marketing Management Series Event

DECA.15 PSE - Professional Selling Event

DECA.16 RMS - Retail Merchandising Series Event

DECA.17 SEM - Sports and Entertainment Marketing Series Event

DECA.18 STDm - Sports and Entertainment Marketing Team Decision Making Event

DECA.38 LEP - Learn and Earn Project

DECA.39 PRP - Public Relations Project

DECA.43 SEPP - Sports and Entertainment Promotion Plan

DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.01.b</b>	Explain the types of promotion.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.01.c</b>	Identify the elements of the promotional mix.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event



DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.01.d</b>	Describe the use of business ethics in promotion.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event

DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.07	Business Ethics
MKTC.28.01.e	Describe the use of technology in the promotion function.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan

DECA.44                      HTPS - Hospitality and Tourism Professional Selling

MKTC.**28.01.f**      Describe the regulation of promotion.

DECA.05                      ADC - Advertising Campaign Event

DECA.06                      AAM - Apparel and Accessories Marketing Series Event

DECA.07                      ASM - Automotive Services Marketing Series Event

DECA.08                      BSM - Business Services Marketing Series Event

DECA.09                      BTDM - Buying and Merchandising Team Decision Making Event

DECA.10                      DQB - DECA Quiz Bowl

DECA.11                      FMP - Fashion Merchandising Promotion Plan Event

DECA.12                      FMS - Food Marketing Series Event

DECA.13                      MTDM - Marketing Communications Team Decision Making Event

DECA.14                      MMS - Marketing Management Series Event

DECA.15                      PSE - Professional Selling Event

DECA.16                      RMS - Retail Merchandising Series Event

DECA.17                      SEM - Sports and Entertainment Marketing Series Event

DECA.18                      STDM - Sports and Entertainment Marketing Team Decision Making Event

DECA.38                      LEP - Learn and Earn Project

DECA.39                      PRP - Public Relations Project

DECA.43                      SEPP - Sports and Entertainment Promotion Plan

DECA.44                      HTPS - Hospitality and Tourism Professional Selling

MKTC.**28.02**      Describe promotional channels used to communicate with targeted audiences.

MKTC.**28.02.a**      Explain types of advertising media.

DECA.05                      ADC - Advertising Campaign Event

DECA.06                      AAM - Apparel and Accessories Marketing Series Event

DECA.07                      ASM - Automotive Services Marketing Series Event

DECA.08                      BSM - Business Services Marketing Series Event

DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.02.b</b>	Describe word-of-mouth channels used to communicate with targeted audiences.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event

DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.02.c</b>	<b>Explain the nature of direct marketing channels.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan

DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.02.d</b>	Identify communications channels used in sales promotion.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.02.e</b>	Explain communications channels used in public-relations activities.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl

DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.28.03** Explain the use of an advertisement's components to communicate with targeted audiences.

**MKTC.28.03.a** Explain components of advertisements.

DECA.39	PRP - Public Relations Project
---------	--------------------------------

**MKTC.28.03.b** Explain the importance of coordinating elements in advertisements.

DECA.39	PRP - Public Relations Project
---------	--------------------------------

**MKTC.28.04** Discuss the use of public-relations activities to communicate with targeted audiences.

**MKTC.28.04.a** Identify types of public-relations activities.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event

DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.04.b</b>	Discuss internal and external audiences for public-relations activities.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event



DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.28.05** Explain the use of trade shows/expositions to communicate with targeted audiences.

**MKTC.28.05.a** Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.28.05.b** Explain considerations used to evaluate whether to participate in trade shows/expositions.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event

DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.28.06** Manage promotional activities to maximize return on promotional efforts.

**MKTC.28.06.a** Explain the nature of a promotional plan.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event

DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.28.06.b</b>	Coordinate activities in the promotional mix.
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.38	LEP - Learn and Earn Project
DECA.39	PRP - Public Relations Project
DECA.43	SEPP - Sports and Entertainment Promotion Plan

## HTPS - Hospitality and Tourism Professional Selling

**MKTC.28.07.a** Identify metrics to assess results of promotional efforts.

**MKTC.29** Technical Skills: Determine client needs and wants and respond through planned, personalized communication to influences purchase decisions and enhances future business opportunities.

**MKTC.29.01.a** Explain the nature and scope of the selling function.

## ADC - Advertising Campaign Event

## AAM - Apparel and Accessories Marketing Series Event

## ASM - Automotive Services Marketing Series Event

BSM - Business Services Marketing Series Event

## BTDM - Buying and Merchandising Team Decision Making Event

## DQB - DECA Quiz Bowl

## FMP - Fashion Merchandising Promotion Plan Event

## FMS - Food Marketing Series Event

## MTDM - Marketing Communications Team Decision Making Event

## MMS - Marketing Management Series Event

## PSE - Professional Selling Event

## RMS - Retail Merchandising Series Event

## SEM - Sports and Entertainment Marketing Series Event

## STDM - Sports and Entertainment Marketing Team Decision Making Event

## SEPP - Sports and Entertainment Promotion Plan

## HTPS - Hospitality and Tourism Professional Selling

## ADC - Advertising Campaign Event

DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.29.01.c</b>	<b>Explain key factors in building a clientele.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event

DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.29.01.d</b>	<b>Explain company selling policies.</b>
DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
<b>MKTC.29.01.e</b>	<b>Explain business ethics in selling.</b>
DECA.05	ADC - Advertising Campaign Event

DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling
FBLA.07	Business Ethics

**MKTC.29.01.f** Describe the use of technology in the selling function.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event

DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.29.01.g** Describe the nature of selling regulations.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.29.02** Acquire product knowledge to communicate product benefits to ensure appropriateness of product for the customer.



**MKTC.29.02.a** Acquire product information for use in selling.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.29.02.b** Analyze product information to identify product features and benefits.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event

DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan
DECA.44	HTPS - Hospitality and Tourism Professional Selling

**MKTC.29.03** Explain sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

**MKTC.29.03.a** Explain the selling process.

DECA.05	ADC - Advertising Campaign Event
DECA.06	AAM - Apparel and Accessories Marketing Series Event
DECA.07	ASM - Automotive Services Marketing Series Event
DECA.08	BSM - Business Services Marketing Series Event
DECA.09	BTDM - Buying and Merchandising Team Decision Making Event
DECA.10	DQB - DECA Quiz Bowl
DECA.11	FMP - Fashion Merchandising Promotion Plan Event
DECA.12	FMS - Food Marketing Series Event
DECA.13	MTDM - Marketing Communications Team Decision Making Event
DECA.14	MMS - Marketing Management Series Event
DECA.15	PSE - Professional Selling Event
DECA.16	RMS - Retail Merchandising Series Event
DECA.17	SEM - Sports and Entertainment Marketing Series Event
DECA.18	STDM - Sports and Entertainment Marketing Team Decision Making Event
DECA.43	SEPP - Sports and Entertainment Promotion Plan

MKTC.**29.03.b** Discuss motivational theories that impact buying behavior.

ESSK.**01** ACADEMIC FOUNDATIONS: Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.

ESSK.**01.01** Complete required training, education, and certification to prepare for employment in a particular career field.

ESSK.**01.01.a** Identify training, education, and certification requirements for occupational choice.

ESSK.**01.02** Demonstrate language arts knowledge and skills required to pursue the full-range of post-secondary and career opportunities.

ESSK.**07.05.a** Develop meeting goals, objectives and agenda.

## Glossary

**ABC METHOD:** A system of classifying stock according to its contribution to company profits; "A" items contribute most, "B" items less, and "C" items least of all. (DS LAP 3)

**ABC'S OF SELLING:** Advice often given to new salespeople, meaning "Always Be Closing," implying that any time is a good time to try to close the sale. (SE LAP 107)

**ABILITIES:** Capacities to perform tasks, functions, etc. (HR LAP 2, HR LAP 12)

**ABSOLUTE ADVANTAGE:** The advantage achieved when a nation can produce a good or service for less than another nation. (EC LAP 4)

**ABSTRACT:** Theories or words that describe things which are not objects and may have different meanings to different people, such as hope or happiness. (PD LAP 2, QS LAP 7, QS LAP 11, QS LAP 12)

**ACCEPTANCE:** Approval or tolerance of all people, regardless of their behavior or performance. (QS LAP 7)

**ACCESSORIES:** Goods or services that complement others. (SE LAP 117)

**ACCIDENT:** An unexpected happening that may result in injury, loss, or damage. (RM LAP 3)

**ACCIDENT REPORT FORM:** A form completed by employees and/or supervisors to report specific details of workplace accidents. (RM LAP 3)

**ACCOMMODATING:** A negotiating style involving a person who agrees to a certain course of action that benefits someone else, even though s/he does not equally benefit for the transaction. (EI LAP 8, QS LAP 3)

**ACCOUNTANT:** An individual who has had specialized training in accounting procedures. (FI LAP 5)

**ACCOUNTABILITY:** The condition of having to answer for or be liable for your actions. (EI LAP 13, PD LAP 7, QS LAP 6)

**ACCOUNTING:** The process of keeping and interpreting financial records. (FI LAP 5, FI LAP 7, PD LAP 15, SM LAP 1)

**ACCOUNTING DEPARTMENT:** A special department responsible for the firm's accounting records. (FI LAP 5)

**ACCOUNTING RECORD:** A document that presents or interprets the specifics of the monetary transactions of a business. (NF LAP 1)

**ACCOUNTING SYSTEM:** The methods and procedures used in handling the business's financial information. (FI LAP 5)

**ACCOUNTS PAYABLE:** All monies owed by the business to others. (DS LAP 4, FI LAP 7, NF LAP 1)

**ACCOUNTS RECEIVABLE:** All monies owed to a firm by its customers. (DS LAP 4, FI LAP 5, FI LAP 6, FI LAP 7, NF LAP 1)

**ACCRUAL ACCOUNTING METHOD:** A method of accounting that records transactions at the time they occur even if no money changes hands at the time. (FI LAP 5)

**ACHIEVEMENT BEHAVIOR:** One of the four main leadership styles; leading by setting challenging goals for followers to reach and providing feedback. (EI LAP 10)

**ACHIEVEMENT NEEDS:** Desires to do something better and more efficiently than it has been done before. (MN LAP 47)

**ACHIEVEMENT ORIENTATION:** A drive to accomplish one's goals and to meet or achieve a high standard of success. (EI LAP 10)

**ACKNOWLEDGMENT RESPONSE:** Simple verbal utterances or words and nonverbal cues used by a listener to communicate understanding to a speaker. (QS LAP 1)

**ACQUISITION:** The process of taking possession of something, e.g., acquiring another business by purchasing it (BL LAP 1)

**ACQUISITION OF FUNDS:** Finance activity involving making decisions about financing. (FI LAP 7)

**ACTIVE LISTENING:** Using nonverbal cues, paraphrasing, questioning, and other techniques to let a speaker know that a message has been heard and understood. (QS LAP 1, QS LAP 3)

**ACTIVE VOICE:** The verb, or action word, denoting that the subject of the verb is taking action. (PR LAP 9, PR LAP 10)

**ACTIVITY QUOTAS:** Quotas designed to control the ways that salespeople use their time and efforts. (SE LAP 118)

**AD TRACKING SOFTWARE:** A program that instructs computers as to how to count the number of individuals who click on an e-mail link to visit a web site and/or to make a purchase on the web site. (PR LAP 14)

**ADAPTABILITY:** Flexibility; the ability to adjust to changing conditions. (EI LAP 2, EI LAP 6, EI LAP 9, QS LAP 14)

The ability to adjust or modify attitudes and/or behavior to new situations or circumstances. (QS LAP 15)

**ADJUST:** To fit; to adapt yourself effectively to a particular set of circumstances. (HR LAP 8, QS LAP 15)

**ADMINISTRATION OF ASSETS:** Finance activity involving making decisions about a firm's investments. (FI LAP 7)

**ADMINISTRATIVE SERVICES:** A career area in which employees facilitate business operations through a wide range of duties, including information and communication management, data processing and collection, and project tracking. (PD LAP 15)

**ADMINISTRATIVE SKILLS:** The ability to perform essential, routine business tasks such as organizing, planning, filing, billing, computing, etc. (PD LAP 4)

**ADULTERATED:** Made impure by the addition of harmful or poor quality substances. (PP LAP 7)

**ADVANCE DATING:** A dating term in which the invoice is dated in the future rather than at the time of purchase; also known as future dating. (PU LAP 3)

**ADVERTISEMENT:** Any paid form of nonpersonal presentation of ideas, goods or services. (EC LAP 14, MK LAP 1, PR LAP 2)

**ADVERTISING:** Any paid form of nonpersonal presentation of ideas, images, goods, or services. (EC LAP 13, IM LAP 7, MK LAP 4, MP LAP 2, OP LAP 5, PM LAP 13, PM LAP 16, PR LAP 1, SE LAP 117, SE LAP 130)

A career involving the development of paid forms of nonpersonal presentation of ideas, goods, or services. (CD LAP 2)

**ADVERTISING AGENCY:** An independent company that offers advertising and other promotional services to clients. (CD LAP 2, PR LAP 9)

**ADVERTISING BUDGET:** The portion of a firm's promotional budget that is allocated to advertising. (PR LAP 8)

**ADVERTISING CAMPAIGN:** A series of advertisements planned around a central theme. (PR LAP 9)

**ADVERTISING DEPARTMENT:** A division of a business that handles all of its promotional efforts. (PR LAP 9)

**ADVERTISING MEDIA:** Channels of communication used by businesses for delivering promotional messages to target groups of consumers. (PR LAP 3)

**ADVERTISING OBJECTIVES:** The specific purposes or goals of individual advertisements or advertising campaigns. (PR LAP 9)

**ADVOCACY:** Word-of-mouth advertising, strategies, and referrals from a business's current customers to its potential customers (CR LAP 2)

**AFFILIATE MARKETING:** The process of promoting and selling another business's products on a web site in exchange for a sales commission. (BA LAP 3, PR LAP 16)

**AFFILIATE PARTNER:** A business that agrees to promote and sell another business's products on the Web in exchange for a sales commission. (PM LAP 9)

**AFFILIATION NEEDS:** Desires to be with people regardless of whether anything else is gained. (MN LAP 47)

**AFFIRMATION:** A positive statement about a present or desired strength; something you want to accept, incorporate, or develop. (HR LAP 12)

**AFFIRMATIVE ACTION:** An effort to give special employment consideration to disadvantaged groups. (MN LAP 55)

**AFRICAN AMERICAN:** Black American whose ancestors came from Africa. (MN LAP 55)

**AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967:** A federal act that protects employees between the ages of 40 and 70 from being disciplined or discharged from their jobs on the basis of age. (MN LAP 53, MN LAP 55)

**AGED PRODUCT:** A product whose quality has been improved by allowing it to sit for a period of time, e.g., lumber, cheese. (DS LAP 1)

**AFL-CIO:** The American Federation of Labor and Congress of Industrial Organizations; federation of North American labor unions founded in 1955

**AGENCY SHOP:** A union security agreement in which nonunion members are required to pay dues. (EC LAP 5)

**AGENTS:** Intermediaries who assist in the sale and/or promotion of goods and services but do not take title to them. (CM LAP 1)

**AGGREGATE DEMAND:** Total demand for an economy's goods and services. (EC LAP 9)

**AGGRESSION:** Feelings of anger and disrespect for others that may lead to aggressive behavior. (QS LAP 4)

**AGGRESSIVE BEHAVIOR:** Conduct based on a willingness to ignore the rights of others and to take advantage of them in order to achieve personal goals. (EI LAP 7, EI LAP 18, QS LAP 4)

**AGGRESSIVENESS:** An attitude based on feelings of aggression. (QS LAP 4)

**AGREEMENT:** A negotiation outcome. (EI LAP 8, QS LAP 3)

**AIR FREIGHT COMPANY:** Airline that transports goods rather than passengers. (DS LAP 5)

**ALASKAN NATIVE:** Individual whose ancestors came from Alaska, e.g., Eskimo or Aleut. (HR LAP 24)

**ALDERFER'S EXISTENCE-RELATEDNESS-GROWTH (ERG) THEORY:** A content theory of motivation that suggests needs are divided into three categories: existence needs, relatedness needs, and growth needs. (MN LAP 47)

**ALERTNESS:** Being aware of what's going on around you at all times. (EI LAP 2)

**ALTERATION:** A product mix strategy in which a business makes changes to its products or product lines. (PM LAP 3)

**ALTERNATE BEHAVIORS:** Habits that are developed or actions that are taken to better cope with stressful situations. (EI LAP 14)

**ALTERNATIVE PLANNING:** The process of anticipating others' possible negotiation strategies and preparing appropriate responses. (EI LAP 8)

**ALTERNATIVE-PRESS NEWSPAPERS:** Papers that serve younger, trendier crowds interested in the arts and entertainment. (PR LAP 3)

**ALTERNATIVE RESOURCE:** A resource that can be used in place of another. (EC LAP 14)

**ALTRUISTIC:** Concerned with others' welfare (EC LAP 21)

**AMATEURS:** Participants who are not paid to play a sport. (BA LAP 8)

**AMBIGUITIES:** Words or phrases with either a double meaning or a doubtful meaning. (PD LAP 2)

**AMBUSH MARKETING:** A promotional technique whereby a nonsponsoring business tries to associate with an event in order to gain recognition as a sponsor. (PR LAP 17)

**AMENDS:** Restoration for damage or wrongdoing. (PD LAP 7)

**AMERICAN ARBITRATION ASSOCIATION:** An agency that assists in online negotiations involving a variety of Internet cases. (BA LAP 5)

**AMERICAN BANKERS ASSOCIATION:** An organization whose membership is composed of commercial banks and trust companies. The organization serves the banking industry by providing information in the areas of communications, education, and government regulations. Address: 1120 Connecticut Avenue, N.W., Washington, D.C. 20036. (CD LAP 1)

**AMERICAN HOTEL & MOTEL ASSOCIATION:** A federation of state and regional hotel and motel associations which promotes the hotel industry, disseminates information to members, conducts educational institutes, and provides guidance on labor relations. Address: 1201 New York Avenue, N.W., Suite 600, Washington, D.C. 20005. (CD LAP 1)

**AMERICAN MARKETING ASSOCIATION:** An organization of individuals such as marketing researchers, sales and promotion managers, and teachers who are interested in marketing. Address: 250 S. Wacker Drive, Suite 200, Chicago, IL 60606. (CD LAP 1)

**AMERICAN SOCIETY OF TRAVEL AGENTS:** An organization whose membership is composed of travel agents and representatives of hotels, resorts, sightseeing and car rental agencies, and tourist organizations. Address: 1101 King Street, Alexandria, VA 22314. (CD LAP 1)

**AMERICANS WITH DISABILITIES ACT OF 1990:** A law that protects workers with physical and/or mental disabilities from discrimination. (BA LAP 5, EC LAP 21, MN LAP 55)

**ANGEL INVESTOR:** Someone who provides start-up money to a new business. (EC LAP 19, PD LAP 4)

**ANNOUNCEMENTS:** Messages that serve to notify the public of specific events. (PR LAP 13)

**ANECDOTES:** Short explanations of interesting or amusing incidents. (QS LAP 10)

**ANNUAL FEE:** An amount of money charged on a yearly basis for the privilege of using certain kinds of credit card. (FI LAP 2)

**ANNUAL INTEREST RATE:** The price rate per year for the use of money; expressed as a percentage. (PU LAP 3)

**ANNUAL PERCENTAGE RATE (APR):** Rate of interest expressed as a yearly percentage. (FI LAP 1, FI LAP 2)

**ANNUAL REPORT:** A document outlining the financial status of a business. (BL LAP 1)

**ANONYMOUS:** Unnamed; not known by name. (QS LAP 17)

**ANTICIPATE:** To foresee; to expect ahead of time. (HR LAP 8, QS LAP 15)



**ANTICIPATION:** A deduction in price in addition to the cash discount amount granted to buyers for making payment before the end of the cash-discount period; a time-based discount. (PU LAP 3)

**ANTICYBERSQUATTING CONSUMER PROTECTION ACT:** A law that makes it illegal to register a domain name for the purpose of selling it to its trademarked owner for a profit. (BA LAP 5)

**ANTITRUST LAWS:** Regulations that prevent a person or company from taking any actions to restrain free trade and competition in the marketplace. (BA LAP 10)

**APPENDIX:** A segment added to the end of a document; includes supporting information. (MP LAP 1, SM LAP 1, SM LAP 2)

**APPRECIATIVE INQUIRY (AI):** A problem-solving method that encourages us to look at problems in a different way; instead of focusing on what is broken, we focus on what is working and figure out how to expand that success. (QS LAP 26)

**APPRENTICE:** A union worker who is just beginning in an occupation. (EC LAP 5)

**APPROACH:** The point in the selling process when the customer and salesperson first communicate; also called the "opening" or "attention" step of a sale. (SE LAP 101, SE LAP 126)

**APPROACHABILITY:** An attitude or demeanor that says, "You can talk to me." (QS LAP 7)

**APRON:** A short receiving form that is attached to the invoice in the receiving department and used to record information about the shipment throughout the receiving process. (DS LAP 5)

**APTITUDE TEST:** An exam given to job candidates to determine whether they have the abilities needed for a specific job. (BA LAP 2)

**APTITUDES:** Natural talents for learning specific skills. (HR LAP 2, MN LAP 42)

**ARBITRATOR:** A person who assists in negotiations. (EC LAP 5)

**ARGUMENTATIVE CUSTOMERS:** Customers who seem to disagree, question, or look for error in almost everything and everybody. (EI LAP 1)

**ARROGANCE:** An inflated sense of self-importance. (EI LAP 18)

**ARTICLES OF INCORPORATION:** A document outlining a corporation's name, purpose, location, amount of stock to be issued, names of the board of directors, and other information about the conditions under which the business will operate; must be filed by a business to obtain a charter. (BL LAP 2)

**ASPIRATION:** A dream; an ambition. (QS LAP 11, QS LAP 12)

**ASSEMBLY LINE:** A production method in which the product moves past workers who each do one assigned production task. (EC LAP 7, OP LAP 4)

**ASSERTIVE BEHAVIOR:** Conduct based on respect for your own rights and for the rights of others. (EI LAP 7, EI LAP 18, QS LAP 4)

**ASSERTIVENESS:** The ability to express yourself, communicate your point of view, and stand up for your rights, principles, and beliefs. (EI LAP 2, EI LAP 9, EI LAP 18, QS LAP 4)

**ASSESS:** To evaluate, analyze, or review. (EI LAP 17, QS LAP 3)

**ASSESSMENT CENTERS:** An off-site instructional method involving the use of a variety of instructional methods, assessment by a group of trained assessors, and review of strengths and weaknesses. Can be used to determine training needs or to provide training and development. (MN LAP 50)

**ASSET RECORD:** A document about something of value that a business owns. (NF LAP 1)

**ASSET(S):** Anything of value that a business or individual owns. (BL LAP 1, EC LAP 19, FI LAP 5, FI LAP 6, FI LAP 7)

**ASSORTMENT:** All the varieties of a product or products that a business carries in inventory. (DS LAP 2)

**ASSUMPTION CLOSE:** A closing technique in which the salesperson takes for granted that the prospects agree with all that has been said in the presentation and that they will buy. (SE LAP 107)

**ASSUMPTIVE QUESTION:** A type of question used to check for understanding when the salesperson feels that s/he knows how the customer will respond. (SE LAP 114)

**ASSURED:** A feeling of competence and ability, or to feel sure of yourself. (PD LAP 5)

**ATTACHMENT:** A computer file that is sent with an e-mail message. (PR LAP 13)

**ATTACK BEHAVIOR:** Aggressive behavior that is like a personal attack on others. (QS LAP 4)

**ATTAINABLE GOAL:** A reachable goal. (QS LAP 22)

**ATTITUDE:** The way a person looks at life. (EI LAP 3, HR LAP 2, IM LAP 9, QS LAP 6, SE LAP 115)

**ATTITUDE SURVEYS:** A written communication method in which employees are asked to express their feelings and opinions about their jobs and the company to management anonymously. (MN LAP 54)

**ATTRIBUTE LISTING:** A synectics creative-thinking method that involves listing the characteristics or attributes of something and then combining some or all of those attributes into something else. (PM LAP 11)

**ATTRITION:** Natural reduction in numbers of people due to death, retirement, job changes, etc. (SE LAP 116)

**AUCTION FRAUD:** A deception purposely carried out to secure unfair or unlawful gain by individuals (i.e., bidders or sellers) engaged in online sales. (BA LAP 4)

**AUDIT:** Process by which an organization's accounts and records are verified (NF LAP 3)

**AUTHENTICATION:** The process of verifying identity. (BA LAP 4)

**AUTHENTICITY:** Being genuine and sincere; not being fake. (EI LAP 16)

**AUTHORITY:** Power to influence or control the opinions or behavior of others. (HR LAP 36, QS LAP 10)

The formally-granted influence of a position to make decisions, pursue goals, and obtain the resources necessary to support those decisions and goals (EC LAP 23)

**AUTHORITARIAN MANAGERS:** Managers who prefer to exercise a high degree of control over their subordinates; tend to see themselves as the sole source of authority. (EI LAP 5)

**AUTHORIZATION:** The process of granting or denying access to information. (BA LAP 4)

**AUTOCRATIC LEADERSHIP:** A dictatorial leadership style in which the leader relies on her/his positional authority within the organization to ensure that closely-supervised employees do exactly as they are told to achieve required results. (HR LAP 36)

**AUTOMATION:** A production method in which machines do tasks automatically. (EC LAP 14, OP LAP 4)

**AUTORESPONDER:** A computer program that automatically returns a specified message to anyone who e-mailed a particular address (e.g., customerservice@infotech.com). (PR LAP 13, PR LAP 14, PR LAP 15)

**AVATAR:** A graphical representation of a person or company that is used in web environments including virtual worlds and chat rooms. (PR LAP 3)

**AVOIDANT:** A conscious effort to withdraw or stay away from a situation; a negotiating style that is used when relationships and outcomes are not important or when one party has another plan to meet his/her needs or wants. (EI LAP 8)

---

## B

---

**BABY-BOOM ERA:** The period from 1946 to 1964 when the birthrate in the United States was at a high level. (IM LAP 3)

**BABY BOOMERS:** A term used to refer to individuals who were born between the years 1946 and 1964. (EC LAP 14, MN LAP 55)

**BACK-END:** The area of a business that customers never see or experience. (PM LAP 1)

**BACK ORDER:** Term used by shippers to refer to goods that are out of stock and will be shipped at a later date. (DS LAP 5)

**BACK-UP PLAN:** Alternate way to carry out a project. (QS LAP 18)

**BACKUP SYSTEM:** A method of copying important computer files to diskettes or tape. (BA LAP 2)

**BAIT-AND-SWITCH ADVERTISING:** Promoting a low-priced item to attract customers to whom the business then tries to sell a higher priced item. (PI LAP 3)

**BALANCE OF PAYMENTS:** The difference between all monies coming into a country and going out of a country. (EC LAP 4)

**BALANCE OF TRADE:** The difference between the value of a nation's exports and its imports. (EC LAP 1, EC LAP 4)

**BALANCE SHEET:** A financial statement that captures the financial condition of the business at that particular moment. (BA LAP 2, FI LAP 5, SM LAP 1, SM LAP 2)

**BANDWIDTH:** The amount of information that can be transmitted over the Internet in a given period of time. (BA LAP 4)

**BANK CREDIT CARD:** A type of credit issued by banks that enables the cardholder to make purchases nationwide, e.g., VISA and MasterCard. (FI LAP 2)

**BANKING SERVICES:** A career area in which employees are primarily concerned with accepting deposits, lending funds, and extending credit to bank customers. (PD LAP 15)

**BANKRUPTCY:** A state of debt that cannot be resolved (EC LAP 21)

**BANNER:** A large section of fabric-like material with text and/or visuals expressing a promotional message. (EC LAP 13)

**BANNER AD:** Advertisement on a web page that is usually an inch or less tall and as wide as the page. (PR LAP 6)

**BANNER ADVERTISEMENTS:** Promotional messages appearing on the WWW, usually at the top of web sites. (BA LAP 3, PR LAP 1, PR LAP 16)

**BANNER EXCHANGES:** Networks in which members agree to display each others' banner ads for free. (PR LAP 16)

**BAR CODE:** A symbol known as a Universal Product Code (UPC) containing merchandise information that can be read by an electronic scanner. (DS LAP 3)

**BARGAINING:** A negotiating technique that involves giving another person something s/he wants, and receiving something desired in return. (EI LAP 8, QS LAP 3)

**BARRIER:** Anything that blocks the way or makes it more difficult to accomplish something. (QS LAP 4)

**BARRIER TO (MARKET) ENTRY:** Anything that blocks the way or makes it more difficult to enter a particular market (SM LAP 1)

**BASIC STOCK LIST:** A list of minimum amounts of staple goods that should be on hand and reordered. (DS LAP 3)

**BATCH PRODUCTION:** The production of items in specific amounts, or batches. (OP LAP 4)

**BATNA:** The best alternative to a negotiated agreement; determining which issues are non-negotiable and which issues are open to compromise before entering a negotiation. (EI LAP 12)

**BEGINNING CASH BALANCE:** The amount of money a business has available at the beginning of each month. (FI LAP 6)

**BEHAVIOR:** The manner in which individuals act; conduct. (EI LAP 4, RM LAP 2)

**BEHAVIOR MODELING:** An instructional method in which trainees are given a specific model of behavior, told the consequences of failure to perform in that manner, provided opportunities to practice the behavior, and evaluated using the behavior. (MN LAP 50)

**BEHAVIOR PATTERN:** The manner in which a person consistently reacts, or responds, in various situations. (EI LAP 7)

**BEHAVIORAL SEGMENTATION:** The division of a market on the basis of consumers' response to a product. (IM LAP 9)

**BENCHMARK:** Something that provides a basis for comparison or evaluation. (FI LAP 3)

**BENEFIT:** An advantage customers receive from using a product. (EC LAP 13, IM LAP 7, IM LAP 9, MP LAP 2, PM LAP 16, PM LAP 17, SE LAP 103, SE LAP 108, SE LAP 109, SE LAP 111, SE LAP 113, SE LAP 114, SE LAP 117, SE LAP 126)

An advantage or a help; a reason to use a product or advice offered. (EI LAP 19, QS LAP 10)

**BENEFITS:** Advantages or payments employees receive in addition to their wages, e.g., sick time, holiday pay, health insurance. (EC LAP 2, EC LAP 5, FI LAP 6, HR LAP 35)

**BETTER BUSINESS BUREAU:** A consumer organization that monitors complaints against businesses (BL LAP 1)

**BIAS:** Prejudice. (EI LAP 11, EI LAP 15, PD LAP 7)

**BILK:** Cheat, swindle, defraud. (EC LAP 3)

**BILL OF LADING:** The contract between the shipper and the transportation company. (DS LAP 5)

**BILLBOARD:** A type of outdoor advertising in which large signs are placed in prominent locations, often along highways. (EC LAP 14)

**BIRD-DOG METHOD:** A method of prospecting in which a salesperson hires others to generate prospect lists. (SE LAP 116)

**BIRD DOGS:** People employed by a salesperson to generate prospect lists. (SE LAP 116)

**BISEXUAL:** An individual whose sexual preference is directed toward members of both sexes. (HR LAP 24)

**BLACKOUT:** A legal right of professional sport leagues to block the broadcast of certain games in certain territories. (BA LAP 10)

**BLEED PAGE:** Magazine advertising production option that prints to the edge of the page, removing some or all of the white border. (PR LAP 6)

**BLIND CARBON COPY:** A mailing technique used to keep e-mail addresses private by preventing recipients from seeing who else is receiving the e-mail; also known as BCC. (PR LAP 14)

**BLIND CHECK:** A method of checking goods in which the goods received are listed on a blank form, or dummy invoice, which is then compared to the real invoice in order to ensure the accuracy of the shipment. (DS LAP 5)

**BLUEPRINT:** Detailed plan. (QS LAP 19)

**BOARD OF DIRECTORS:** A group of people chosen to govern the activities of a corporation (BL LAP 1, BL LAP 2)

**BODY LANGUAGE:** Gestures, facial expression, tone of voice, or any other form of communicating without words; often called "silent language". (CD LAP 2, EI LAP 12, EI LAP 14, EI LAP 18, HR LAP 20, MN LAP 54, PD LAP 5, QS LAP 3, QS LAP 4, QS LAP 9, QS LAP 10, QS LAP 25, SE LAP 112)

**BODY OF THE MESSAGE:** The text, images, and sounds that appear in the large window when an e-mail is being created or when it is opened; also known as content. (PR LAP 14)

**BONDING:** Purchasing insurance coverage to protect a business from financial losses incurred as a result of employee theft. (BA LAP 2)

**BOND:** A piece of paper (whether real or virtual) that says a governing body or corporation will borrow an investor's money at a particular interest rate for a particular period of time. (EC LAP 19)

**BONE STRUCTURE:** A person's body type or build, related to the size of one's bones. (PD LAP 5)

**BONUS CLOSE:** A closing technique in which customers are offered something extra for buying immediately. (SE LAP 107)

**BOOK INVENTORY:** *See Perpetual Inventory.* (DS LAP 6)

**BOOKKEEPING:** The step in the accounting process that actually records the business's financial information. (FI LAP 5)

**BOOKMARK:** To select and mark web sites for later reference. (MN LAP 44)

**BOOKMARK FEATURE:** An application within Microsoft Word that can be used to create hyperlinks to other places within an e-mail. (PR LAP 14)

**BOTTOM LINE:** Net outcome. (FI LAP 4, SM LAP 1)

A business's net income; the decisive point (OP LAP 3)

**BOTTOM-UP APPROACH:** Starting the sales forecast process by gathering individual forecasts that may be combined, or built up, into a forecast for the entire company; also called build-up approach. (IM LAP 4)

**BOYCOTT:** A union strategy in which union members refuse to buy a company's products. (EC LAP 5)

**BRAIN DRAIN:** The situation that exists when a country or region loses its talented employees to other jobs overseas (EC LAP 22)

**BRAINDRAWING:** A brainstorming technique that involves developing random sketches and doodles and then relating the drawings to an issue or problem (PM LAP 11)

**BRAINSTORM:** To use a creative-thinking technique involving the identification of as many different ideas as possible during a certain time frame; can be done by one person but is used most often in a group setting.  
(EI LAP 19, PM LAP 16, QS LAP 6, QS LAP 23)

**BRAINSTORMING:** A creative-thinking technique involving the identification of as many different ideas as possible during a certain time frame; can be done by one person but is used most often in a group setting.  
(PD LAP 2, PD LAP 17, PM LAP 11, PM LAP 17, PR LAP 18, QS LAP 5, QS LAP 26)

**BRAND:** All the combined impressions and experiences associated with a particular company, good, or service. (IM LAP 7, PD LAP 5, PM LAP 13, PM LAP 15)

**BRAND AMBASSADORS:** Individuals, usually employees, who communicate the company's values, vision, and personality to those they have contact with. (PM LAP 10)

**BRAND CHAMPION:** The person in a business who is responsible for making the brand come alive and for sustaining it; usually the business owner, president, or CEO. (PM LAP 10)

**BRAND COMPETITION:** Competition between two similar products (NF LAP 2)

**BRAND CUES:** Elements that remind customers and employees of brands and their values. (PM LAP 10)

**BRAND EXTENSION:** A brand strategy of using successful brands to introduce new products. (PM LAP 6)

**BRAND IDENTIFIERS:** Company or product names and logos. (PM LAP 10)

**BRAND IDENTITY:** Those elements that are instantly recognized as representing a particular business or product. (PM LAP 10)

**BRAND IMAGE:** Impressions of a corporate brand within customers' minds which represent what the brand stands for. (PM LAP 10)

**BRAND INSISTENCE:** The stage of brand loyalty in which consumers insist upon buying a specific brand. (PM LAP 6)

**BRAND LICENSING:** The legal authorization by a brand owner to allow another company to use the brand in exchange for a fee. (PM LAP 6)

**BRAND LOYALTY:** Customers' allegiance to a particular brand. (PM LAP 6)

**BRAND MARK:** A distinctive symbol, design, sound, or group of letters which is seen or heard but cannot be spoken. (PM LAP 6)

**BRAND NAME:** That part of brand identity which can be spoken, such as a word, phrase, a letter, a number, or any combination of these. (IM LAP 9, NF LAP 1, PM LAP 6)

**BRAND PERSONALITY:** The projection of a brand that encompasses its values and emotional connections with consumers. (PM LAP 10)

**BRAND POSITIONING:** A branding strategy in which marketers create a certain image or impression of a brand as compared to those of competitors' brands. (PM LAP 6)

**BRAND PREFERENCE:** The stage of brand loyalty in which consumers prefer to purchase a certain brand but will accept substitutes if the brand is not available. (PM LAP 6)

**BRAND PROMISE:** A business's agreement (spoken or unspoken) with customers that it will consistently meet their expectations and deliver on its brand characteristics and values. (PM LAP 10)

**BRAND RECOGNITION:** The stage of brand loyalty in which consumers are made aware of a brand's existence. (PM LAP 6)

**BRAND STRATEGIES:** The actions a business takes with a brand in order to accomplish its goals. (PM LAP 6)

**BRAND VALUE:** A brand's worth in terms of income, potential income, and prestige. (MK LAP 3)

**BRAND VALUES:** Core values; beliefs or qualities that a corporate brand stands for and is built around. (PM LAP 10)

A belief or quality that a brand stands for and is built around (EC LAP 22)

**BRANDED PRODUCT:** An item that features only the logo of the manufacturer and not another company's trademark. (PM LAP 12)

**BRANDING:** The ongoing decision-making process about the use of brands. (PM LAP 6)

**BREACH OF CONTRACT:** Failure to fulfill the terms of a contract. (EC LAP 3)

**BREAK-EVEN ANALYSIS:** A financial analysis whose purpose is to identify the level of sales needed to reach the break-even point at various prices. (BA LAP 2)

**BREAK-EVEN POINT:** The level of sales at which revenues equal total costs. (PI LAP 4)



**BRIBE:** An illegal payment intended to secure business or products in return. (SE LAP 129)

**BRICK-AND-CLICK:** A business that has both a brick-and-mortar business and an online store. (BA LAP 3)

**BROAD PRODUCT MIX:** A description of the width of a business's product mix offering many product lines. (PM LAP 3)

**BROADCAST MEDIA:** Promotional media, such as radio and television, which use radio waves to reach consumers. (PR LAP 8)

Promotional media including radio and television that may be transmitted through the air, cable, or Internet. (PR LAP 3)

**BROCHURE:** An informative marketing piece, usually displayed and/or distributed. (EC LAP 13)

**BROKEN LINKS:** Clickable text or graphics that do not take a visitor to the appropriate document or location on the Web. (PM LAP 9)

**BROKER:** A company or an individual who buys advertising space or time on behalf of clients. (PR LAP 6)

**BROWSER:** A customer who is “just looking” without focusing attention on any particular item. (SE LAP 101)

**BUDGET:** An estimate of income and expense for a specific period of time. (FI LAP 3, NF LAP 1, QS LAP 22, QS LAP 28)

An estimate of what income and expenses will be for a specific time period or for a specific project. (QS LAP 19)

**BUDGET CREDIT ACCOUNT:** A form of short-term credit often set up for 60- or 90-day periods with a payment due every 30 days. (FI LAP 2)

**BUILDERS:** A type of producer that constructs roads, bridges, buildings, or houses. (EC LAP 20)

**BULK E-MAIL PROGRAM:** Software designed for sending many e-mails at once. (PR LAP 14)

**BULLETINS:** Messages that provide updates about current events. (PR LAP 13)

**BUNDLE:** A combination of goods and/or services grouped together and offered as one product. (PM LAP 17)

**BUNDLING:** A marketing strategy that involves offering several products for sale as one combined product. (MP LAP 1)

**BURGLARY:** Any illegal entry into a building to commit a theft. (RM LAP 4)

**BURN:** An injury to the skin caused by heat, electricity, or chemicals. (RM LAP 3)

**BURNED OUT:** Overly stressed and exhausted. (EI LAP 12)

**BURNOUT:** A type of exhaustion that is usually caused by too much stress. (EI LAP 14)

**BUS/CAR WRAP:** A form of out-of-home advertising; involves partially or completely covering a vehicle with an advertisement, turning the bus or car into a mobile billboard (PR LAP 1)

**BUSINESS:** An organized effort to produce and/or distribute goods and services. (EC LAP 19)

**BUSINESS COMMUNITY:** Individuals employed in local/area organizations. (PR LAP 19)

**BUSINESS CONTINUITY:** An organization's ability to function after a disaster (NF LAP 3)

**BUSINESS CYCLES:** Periods of expansion and contraction in economic activities. (EC LAP 9, NF LAP 2, PI LAP 3)

**BUSINESS ETHICS:** The basic principles that govern a business's actions (EC LAP 21)

**BUSINESS/FEASIBILITY ANALYSIS:** Examining such factors as demand, costs, competition, capital investment required, and potential profit of a product or service to determine how it will fit into the company's product mix. (PM LAP 17)

**BUSINESS-FORMAT FRANCHISE:** A franchise arrangement in which the franchisee must operate under the trade name of the parent company that provides continuous assistance in setting up and operating the business. (BL LAP 1)

**BUSINESS IMAGE:** The view or opinion that customers have about a business. (PM LAP 1)

**BUSINESS INFORMATION TECHNOLOGY:** An umbrella term covering those careers that provide a bridge between business processes/initiatives and IT (information technology). (PD LAP 15)

**BUSINESS LICENSE:** A document that grants permission to operate a business. (FI LAP 6)

**BUSINESS MAGAZINES:** Magazines that appeal primarily to members of the business community. (PR LAP 3)

**BUSINESS MODEL:** The company's method or plan for making money (SM LAP 1, SM LAP 2)

**BUSINESS PLAN:** A company's blueprint for success; shows how the business works now and how it is intended to work in the future; the written business model. (MP LAP 1, SM LAP 1, SM LAP 2)

**BUSINESS POLICY:** A general rule or statement the business follows; a guideline for all employees to follow in making decisions about situations that occur often. (HR LAP 25)

Statements outlining practices the business follows, such as warranties and maintenance contracts. (SE LAP 115)

**BUSINESS PRODUCTIVITY:** The amount of goods or services produced by a business from a set amount of resources. (EC LAP 18)

**BUSINESS PROCESS MANAGEMENT:** A business strategy that stresses technology, innovation, and flexibility to align an organization's objectives and activities with customer needs (CR LAP 2)

**BUSINESS RECORD:** A document containing information about a business's operations and its finances. (NF LAP 1)

**BUSINESS-RELATED EXPENSES:** Money spent in the process of doing a job; e.g., automobile expenses for a business trip. (HR LAP 19)

**BUSINESS RISK:** The possibility of loss (failure) or gain (success) inherent in conducting business. (EC LAP 3)

**BUSINESS SECTOR:** A segment of the economy that does not include government, private citizens, or nonprofit institutions (EC LAP 1)

**BUSINESS SECURITY:** Something that provide protection for the business or its property. (RM LAP 4)

**BUSINESS STRUCTURE:** The company's configuration of employees for accomplishing specific business tasks; how the business is organized (SM LAP 1)

**BUYER'S MARKET:** The best time for consumers to buy; characterized by large supply, small demand, and low prices. (EC LAP 11, EC LAP 12)

**BUYING DECISION:** Small or "mini" decision that a customer makes which leads to the final decision to buy a good or service. (SE LAP 108, SE LAP 126)

**BUYING HABITS:** The usual purchasing methods of consumers; may change according to circumstances. (IM LAP 3)

**BUYING MOTIVES:** The reasons or benefits that cause people to make purchases to satisfy wants and needs; customer's reason for buying goods or services; why people buy. (IM LAP 9, SE LAP 109, SE LAP 113, SE LAP 114, SE LAP 117, SE LAP 120)

---

## C

**CABLE MODEM:** A device that is used to transmit data over cable lines at high speeds.  
(PR LAP 14, PR LAP 15)

**CALL REPORTS:** Records of salespeople's meetings or contacts with customers (IM LAP 11)

**CANNIBALIZATION:** The situation that exists when the sale of one of a company's products takes away sales from another of its products. (PM LAP 3)

**CAPITAL:** Assets of a business (BL LAP2, BL LAP 1, EC LAP 1, IM LAP 3, MK LAP 1, PI LAP 3)

**CAPITAL BUDGETING:** A process in which a firm's financial managers determine which projects it should invest in. (FI LAP 7)

**CAPITAL GOODS:** Manufactured or constructed items that are used in the production of goods and services.  
(EC LAP 6, EC LAP 7, EC LAP 9, EC LAP 13, EC LAP 14, EC LAP 15, EC LAP 17, EC LAP 18, OP LAP 4, SE LAP 117)

**CAPITAL-INTENSIVE PROCESS:** A conversion process that depends on the use of equipment.  
(OP LAP 4)

**CAPITAL INVESTMENT:** The amount of money the business has invested in its goods and other property. (DS LAP 3, EC LAP 18, SM LAP 1)

**CAPITAL INVESTMENT DECISIONS:** Decisions that determine which projects a business will invest in, how the investment(s) will be financed, and whether or not to pay dividends to shareholders. (FI LAP 7)

**CAPITAL STRUCTURE:** The organization of the influx and outflow of the company's money, including where the money goes on a regular basis; how a business pays for its operations. (SM LAP 1)

A firm's mix of financing, usually some combination of debt and equity. (FI LAP 7)

**CAPITALISM:** An economic system that depends on honest, healthy competition between businesses.  
(BA LAP 10)

**CAPTION:** Written text that describes a photograph or illustration. (PR LAP 10)

**CAPTIONED PHOTOGRAPH:** A picture with text that describes what is happening in the picture.  
(PR LAP 8, PR LAP 10)

**CARBON FOOTPRINT:** A measure of the impact of human activity on the environment (NF LAP 2)

**CARDIOVASCULAR:** Relating to your heart and blood vessels. (PD LAP 5)

**CARRIER:** A transportation company such as a railroad, airline, trucking company, or the postal service.  
(DS LAP 5)

**CASE HISTORY:** A detailed account of the benefits received from the use of a product, given by an identified product user. (SE LAP 103)

**CASE STUDY:** An instructional method that involves giving trainees a written description of an organizational problem, and the trainees are asked to determine the problem and potential solutions. (MN LAP 50, SE LAP 123)

**CASH:** Currency and coins. (FI LAP 5)

**CASH ACCOUNTING METHOD:** An accounting method in which income and expenditures are recorded at the time the money changes hands. (FI LAP 5)

**CASH CONVERSION CYCLE:** Ratio that refers to the number of days between a company's paying for raw materials and receiving cash from selling the products made from those raw materials. (FI LAP 7)

**CASH DISCOUNT:** A deduction from the seller's price for paying the invoice amount within a specified number of days; a time-based discount. (PU LAP 3)

**CASH FLOW:** The movement of funds into and out of a business; determines the amount of cash the business has to work with at any given time. (EC LAP 4, FI LAP 6, IM LAP 3, PI LAP 3, SM LAP 1)

**CASH-FLOW ANALYSIS:** A financial analysis that predicts whether the cash generated by a business can cover the operating expenses and loan repayments. (BA LAP 2)

**CASH FLOW STATEMENT:** A financial summary with estimates as to when, where, and how much money will flow into and out of a business. (FI LAP 6, SM LAP 2)

**CASH PAYMENTS:** The money that a business spends, e.g., business expenses. (FI LAP 6)

**CASH RECEIPTS:** The money that a business collects, e.g., business income. (FI LAP 6)

**CASH SHORTAGE:** The situation that exists when more money flows out of a business than flows in. (FI LAP 6)

**CASH SURPLUS:** The situation that exists when more money flows into a business than flows out. (FI LAP 6)

**CASUAL LOOKER:** A "just looking" customer who does not intend to buy at the time, but if treated courteously, often does buy. (SE LAP 101)

**CASUAL RELATIONSHIP:** A relatively unstructured relationship with few rules, such as the relationship with a personal friend. (HR LAP 1)

**CATALYST:** An agent that provokes or speeds significant change or action (EI LAP 6, QS LAP 14)

**CAUSAL RESEARCH:** Marketing research that focuses on cause and effect and tests "what if" theories. Also known as conclusive research. (IM LAP 5)

**CAUSE-AND-EFFECT ORDER:** A way of organizing that emphasizes the relationship between events and their consequences. (QS LAP 9)

**CD BURNER:** Computer hardware used to record audio and digital data onto CD-ROMs. (BA LAP 2)

**CELEBRITY ENDORSER:** Well-known person who approves, promotes, or supports a good or service, usually for pay. (PM LAP 13)

**CELLER-KEFAUVER ANTIMERGER ACT:** A federal regulation intended to protect competitors from takeovers that would limit competition. (EC LAP 8)

**CENTER OF INFLUENCE:** A dominant member of a group. (SE LAP 116)

**CENTER-OF-INFLUENCE METHOD:** A method of prospecting in which salespersons ask a dominant member of a group to use or to endorse their products. (SE LAP 116)

**CENTRAL PLANNING:** **Detailed economic processes and goals developed by government; usually associated with communist economies (EC LAP 17)**

**CENTRAL WRAP:** A wrap station that packs and wraps customer purchases for several sections or departments in a store. (SE LAP 105)

**CENTRALIZED TRAINING:** Sales training that is conducted at the home office, plant locations, or central training facilities away from the home office. (SE LAP 123)

**CERTIFICATION:** An indication that a person has established a certain level of competency in a specific skill area. (PD LAP 3)

**CERTIFICATION AUTHORITY:** A trusted, third party that issues digital certificates guaranteeing that a merchant is who s/he claims to be. (BA LAP 4)

**CHAIN DISCOUNT:** A series discount. (PU LAP 3)

**CHAIN OF COMMAND:** The flow of authority within an organization; also called line of command (EC LAP 23)

**CHALLENGE:** An obstacle or problem; something that might hinder the achievement of goals. (PD LAP 4)

**CHAMBER OF COMMERCE:** A local organization of businesses and companies that make known to the government the recommendations of the business community on issues and problems affecting the local economy. (FI LAP 3)

**CHAMBER OF COMMERCE OF THE UNITED STATES:** A national federation of businesses and companies that makes known to the government the recommendations of the business community on national issues and problems affecting the economy. Address: 1615 H Street, Washington, D.C. 20062. (CD LAP 1)

**CHANGE:** To transform or make different; to alter the form, nature, content, or future course of something. (HR LAP 8, QS LAP 23)

**CHANGE TO WIN COALITION:** A federation of North American labor unions founded in 2005 (EC LAP 5)

**CHANNEL LENGTH:** The total number of channel members in a channel of distribution. (CM LAP 2)

**CHANNEL MANAGEMENT:** Processes by which marketers ensure that products are distributed to customers efficiently and effectively. (CM LAP 2)

**CHANNEL MEMBERS:** Businesses or individuals who assist in moving goods and services from the producer to the consumer. (CM LAP 2, SE LAP 117)

**CHANNELS OF DISTRIBUTION:** Paths, or routes, that goods or services take from the producer to the ultimate consumer or industrial user. (CM LAP 1, CM LAP 2, DS LAP 1, MK LAP 1, PR LAP 1)

**CHARGEBACK:** A financial penalty a middleman assesses a producer for a variety of issues, such as receiving damaged merchandise. (CM LAP 2)

**CHARTER:** A permit issued to operate as a corporation; also known as certificate of incorporation. (BL LAP 2)

**CHAT ROOMS:** Sites on a network in which users communicate with each other in real time. (BA LAP 3)

**CHEATING:** Dishonest behavior that involves tricking or misleading others. (HR LAP 19)

**CHECKERS:** Receiving workers who unpack, sort, count, and inspect goods. (DS LAP 5)

**CHECKING:** The step in the receiving process in which shipments of goods are unpacked, sorted, counted, and inspected. (DS LAP 5)

**CHILD ONLINE PROTECTION ACT:** A law designed to protect the privacy of children under the age of 13 from the information-gathering practices of online businesses. (BA LAP 5)

**CHOICE CLOSE:** A closing technique in which the salesperson helps the customer reach a buying decision by reducing the number of items from which to choose, and then asking the customer to choose between the remaining ones. (SE LAP 107)

**CHRONIC:** Happening over and over again. (HR LAP 11)

**CHRONOLOGICAL ORDER:** A way of organizing that puts information in sequence according to time. (QS LAP 9)

**CIGARETTE LABELING AND ADVERTISING ACT:** A federal law passed in 1967 requiring cigarette labels to carry warnings about the hazards of smoking. (PP LAP 7)

**CIRCULATION:** The number of people reached by a media vehicle. (PR LAP 6)

**CIVIL RIGHTS ACT OF 1964:** A federal act that forbids discrimination in any condition of employment on the basis of race, color, religion, sex, or national origin. (MN LAP 53, MN LAP 55)

**CIVIL RIGHTS ACT OF 1991:** A law that expanded previous civil rights legislation by allowing employees who feel they have been the victims of discrimination to sue their employers. (MN LAP 55)

**CLAIM:** A request for reimbursement for loss or damage. (DS LAP 5)

**CLARIFICATION:** The process of making something clear and understandable. (QS LAP 24)

**CLAYTON ACT:** A federal regulation intended to prevent specific business actions that might prohibit competition, e.g., tying agreements and exclusive agreements. (EC LAP 8, PI LAP 7, SE LAP 121)

**CLERICAL PERCEPTION:** Ability to see differences in words and numbers needed in order to do such tasks as proofreading, accounting, etc. (HR LAP 2)

**CLICHE:** A phrase or expression that is overused. (PR LAP 9)

**CLICK-THROUGH:** The act of clicking on an advertisement on the Internet and being automatically transported to the advertiser's web page. (PR LAP 6, PR LAP 14)

**CLIENT LOYALTY:** The devotion of a client to a particular business. (SE LAP 115)

**CLIENTELE:** A body of customers upon which an organization can rely for considerable repeat business. (HR LAP 19, HR LAP 25, SE LAP 115)

**CLIMATE:** The mood of a media vehicle. (PR LAP 5)

**CLOSE:** The point in the selling process at which the customer makes a favorable buying decision. (SE LAP 107, SE LAP 126)

**CLOSED-END QUESTION:** A question that is structured so that it requires a short, precise response. (SE LAP 120)

**CLOSED-RESPONSE QUESTION:** A question that can be answered with "yes" or "no". (SE LAP 112)

**CLOSED WOUND:** An injury in which the skin is not broken, but the tissue and/or organs underneath are damaged. (RM LAP 3)

**CLOSING ON OBJECTION:** A closing technique in which a salesperson answers a customer's objection so that the customer no longer has a reason not to buy. (SE LAP 107)

**CLOSING THE SALE:** The point in a sales presentation at which the customer makes a favorable buying decision. (SE LAP 114)

**CLUTTER:** The existence of a large number of advertisements within a particular media vehicle. (PR LAP 5)

Jumble; disorderly arrangement. (HR LAP 4)

**COACHING:** An on-the-job instructional method in which a manager or supervisor is assigned a "coach" to set goals, give assistance in reaching goals, and give ongoing performance feedback. (MN LAP 50)

Enabling other people to reach their true potential by helping them to overcome the barriers that are keeping them from doing so. (QS LAP 7)

**CO-BRANDING:** A brand strategy that involves businesses joining forces for mutual benefit and to increase brand recognition, customer loyalty, and sales for both brands. (PM LAP 6)

**CODE:** A set of symbols and rules that represent computer instructions. (BA LAP 5)

**CODE OF BEHAVIOR:** The way a person behaves based on his/her internal beliefs and standards. (PD LAP 2)

**CODE OF ETHICS:** A set of rules for governing behavior (EC LAP 21)

**CODEPENDENT RELATIONSHIP:** A relationship in which one person compromises her/his own needs and wants in order to care for another person who may be experiencing emotional, physical, or financial difficulties. (EI LAP 12)



**COGNITIVE ABILITY:** The capacity to learn and to understand. (EI LAP 6, QS LAP 14)

**COLD CALLS:** Unannounced visits by a salesperson to prospects about whom little may be known. (SE LAP 115)

**COLD WAR:** A state of heightened tension that existed between the Eastern and Western parts of the world, lasting from the end of World War II until approximately 1991 (EC LAP 22)

**COLLABORATION:** Cooperation; a joint effort. (EI LAP 13, QS LAP 7)

Working together by drawing from one another's knowledge and experience. (EI LAP 6, EI LAP 19)

**COLLABORATIVE:** A negotiating style in which two parties work together to reach a mutually-beneficial agreement. (EI LAP 8, QS LAP 3)

**COLLATERAL:** Anything of value belonging to the borrower that is pledged to the lender to guarantee that the loan will be repaid. (FI LAP 2)

**COLLECTIBLES:** Objects collected by someone who has an interest in the sport, activity, etc. (BA LAP 8)

**COLLECTIVE BARGAINING:** The negotiating process in which union leaders and company representatives engage to determine the terms and working conditions that are to be provided to employees. (BA LAP 10, EC LAP 5)

**COLLECTIVE MARK:** A trademark or service mark used by members of a cooperative, association, or other group or organization. (PM LAP 14)

**COLLECTIVISM:** An emphasis on group work and accomplishments. (EI LAP 11)

**COLUMN INCH:** A unit of measurement for print advertising. (PR LAP 6)

**COMBATIVE:** A negotiating style in which one or both parties consider only their interests and fight to achieve a desired outcome at any cost. (EI LAP 8, QS LAP 3)

**COMBINATION APPROACH:** A type of sales opening that uses any combination of service, merchandise, and/or greeting approaches. (SE LAP 101)

**COMBINATION RATE:** A discount rate offered for advertising in two or more media vehicles owned by the same organization. (PR LAP 6)

**COMMAND ECONOMY:** An economic system in which all or many of the means of production and distribution are owned and controlled by the government. (EC LAP 17)

**COMMERCIAL BANK:** Full-service bank offering a variety of banking services including checking and savings accounts, secured and unsecured loans, installment credit, and bank credit cards. (FI LAP 2)

**COMMERCIALIZATION:** The point at which a product goes into full-scale production, the marketing plan is put into place, service and sales training are done, and the product's life cycle begins. (PM LAP 17)

**COMMISSION:** A percentage of the total sale amount paid to the individual or business that makes the sale. (BL LAP 1, SE LAP 110)

**COMMUNICATION:** An exchange of information in which the words and gestures are understood in the same way by both the speaker and the listener. (EC LAP 23, EI LAP 13, IM LAP 7, MK LAP 3, MN LAP 54, QS LAP 10, QS LAP 25)

**COMMUNICATION BARRIERS:** Problems that interfere with the effective exchange of information. (QS LAP 25)

**COMMUNICATION SKILLS:** Ability to express yourself clearly and simply. (CD LAP 2, QS LAP 18, SE LAP 117)

The ability to express thoughts and ideas in a clear manner. (PD LAP 4)

**COMMUNISM:** A command economic system in which the government controls the economic system and does not allow private ownership of the means of production and distribution. (EC LAP 17)

**COMMUNITY AT LARGE:** Individuals who live in the area where the sport/event is held. (PR LAP 19)

**COMMUNITY NEWSPAPER:** A suburban or rural paper delivered to residents in a geographic area. (PR LAP 3)

**COMMUNITY-PROPERTY STATE:** A state in which the laws consider any property received through efforts of a husband or wife as the joint property of both. (FI LAP 1)

**COMMUNITY RELATIONS:** A business or organization's efforts to create goodwill between it and the people in the community. (PR LAP 10)

**COMMUTING:** Traveling from one area to another on a regular basis. (HR LAP 19)

**COMPANY LEADS:** Information about and contact with potential customers provided by a company, its advertising, participation in trade shows, or telephone and mail solicitation. (SE LAP 115)

**COMPANY POLICY:** Rules made in advance by management to assist employees in decision-making at the point of sale. (SE LAP 105)

**COMPARATIVE ADVANTAGE:** The advantage achieved by a nation from specializing in and producing goods and services at which it is relatively most efficient. (EC LAP 4)

**COMPARISON SHOP:** The act of visiting other businesses to learn what competing stores are selling and the prices they charge. (SE LAP 112)

**COMPASSION:** A deep awareness of someone else's needs and a desire to help meet those needs. (PD LAP 7)

**COMPENSATION:** Pay or wages for work completed. (EC LAP 19, HR LAP 35)

**COMPETENCE:** The ability to do what needs to be done; capability. (EI LAP 16, QS LAP 27)

**COMPETENCY:** A skill, knowledge, or attitude needed by an employee to be successful in his/her job. (MN LAP 50)

**COMPETENT:** Able to do what needs to be done; capable; well qualified. (HR LAP 4)

**COMPETITION:** The rivalry between two or more businesses to attract scarce customer dollars. (CR LAP 1, EC LAP 3, EC LAP 8, EC LAP 15, EC LAP 17, MK LAP 1, NF LAP 2, PI LAP 2, PM LAP 1, PM LAP 3, PM LAP 16, SE LAP 117)

**COMPETITIVE:** A negotiating style in which one or both parties view the negotiation as a game-like challenge or a rivalry; one or both parties consider only their interests to achieve a desired outcome. (EI LAP 8, QS LAP 3)

**COMPETITIVE ADVANTAGE:** The edge achieved by businesses that offer something better than their competitors. (EC LAP 18, IM LAP 2, PR LAP 15)

**COMPETITIVE ANALYSIS:** The process of comparing a business's income statement with that of its competitors to see how it is doing by industry standards. (FI LAP 4)

**COMPETITIVE BIDDING PROCESS:** A method of collecting price quotes from suppliers vying for an order or job. (OP LAP 2)

**COMPETITOR:** A rival business that seeks to attract the same scarce customer dollars. (IM LAP 9, PR LAP 2)

**COMPLAINING CUSTOMERS:** Clients who believe everything is going wrong for them and everybody is either taking advantage of them or not really trying to help. (EI LAP 1)

**COMPLAINT:** Customer's expression of a dissatisfaction. (HR LAP 23)

**COMPLEMENTARY PRODUCTS:** Goods and/or services that are used together (e.g., skirts and blouses, ski boots and skis, software and computers). (EC LAP 11, PM LAP 11)

**COMPLEXITIES:** Things or ideas that are complex or made up of many interrelated parts. (PD LAP 2)

**COMPLIANCE:** Fulfilling the requirements of the law. (HR LAP 35, MN LAP 55, NF LAP 3)

**COMPROMISE:** Giving in to another's wishes so that an agreement may be reached. (EI LAP 8, EI LAP 19, QS LAP 17)

A settlement of differences in which each side makes a concession. (QS LAP 6)

**COMPUTER-AIDED DESIGN (CAD):** The use of technology and software to create, test, and rework products in the "virtual" world before spending money to produce them in the physical world (OP LAP 3)

**COMPUTER-AIDED ENGINEERING (CAE):** See computer-aided design (OP LAP 3)

**COMPUTER-AIDED MANUFACTURING (CAM):** A process in which computers are used to collect and store data and to instruct automated manufacturing equipment in the production process (OP LAP 3)

**COMPUTER-INTEGRATED MANUFACTURING (CIM):** An operating system that integrates technology and software throughout the entire production process from start to finish

**CONCEPT MAPPING:** A method of clarifying and organizing ideas by using a graphic format to show relationships. (PD LAP 2)

**CONCEPT TESTING:** Exploring the concept, or idea, for a product in order to obtain feedback. (PM LAP 17)

**CONCEPTUAL SKILLS:** The ability to think about how things will work together. (MN LAP 50, PD LAP 3)

The ability to see the “big picture” and think about how things will work together (SM LAP 3)

**CONCESSION:** Something that is given up during a negotiation. (EC LAP 5, EI LAP 8)

**CONCISE:** Containing the appropriate amount of information in as few words as possible. (QS LAP 25)

**CONCLUSIVE RESEARCH:** Causal research; marketing research that focuses on cause and effect and test “what if” theories (IM LAP 5)

**CONCRETE COMMUNICATION:** Communication that is accurate, and specific, and easy to visualize. (QS LAP 25)

**CONFERENCE (DISCUSSION) METHOD:** An instructional method that involves the use of a highly qualified group leader to help a group identify and define a problem and to guide the group in discussion and consensus-reaching. (MN LAP 50)

**CONFIDENTIALITY AGREEMENT:** A legally binding promise not to disclose information about another party. (BA LAP 5)

**CONFIRMING PROBE:** A technique for probing that can be used to check for understanding or accuracy. (SE LAP 120)

**CONFLICT:** A disagreement (EI LAP 7)

**CONFLICT OF NEEDS:** Situation that occurs when a customer needs two or more items at the same time but can only afford one. (SE LAP 100)

**CONFLICT RESOLUTION:** The process of resolving or ending a conflict. (EI LAP 7)

**CONFLICT RESPONSE MODE:** The manner in which a person reacts or handles conflict, when a disagreement occurs: (EI LAP 7)

**CONNOTATION:** Associated or underlying meaning (EI LAP 11)

**CONS:** Negative characteristics. (PD LAP 10, QS LAP 2)

**CONSENSUS:** A decision-making outcome that requires the substantial agreement of each group member. (EI LAP 19, QS LAP 17)

**CONSENSUS BUILDING:** A group's process of coming to a consensus; the action of bringing a group to a consensus. (EI LAP 19, QS LAP 17)

**CONSENSUS SCALE:** A measure of each group member's feelings toward a proposed decision or solution (EI LAP 19)

**CONSEQUENCE:** The result of an action. (EI LAP 12, EC LAP 21)

**CONSCIENTIOUS:** Careful. (HR LAP 11)

**CONSCIOUS:** Mindful or deliberate. (HR LAP 4)

**CONSEQUENCE:** The result of an action. (EI LAP 4, PD LAP 7, QS LAP 24)

**CONSERVE:** To slow down the use of something in order to make its supply last longer than it would otherwise. (EC LAP 14)

**CONSISTENCY:** A product mix dimension referring to how closely a company's product lines are related in terms of the products' end use, methods of distribution and production, target market(s), and/or price range.  
(PM LAP 3)

**CONSOLIDATION:** A form of business growth in which a corporation acquires many smaller companies  
(BL LAP 1)

**CONSTRUCTIVE CRITICISM:** Evaluative information designed to help someone improve.  
(EI LAP 10, EI LAP 14, EI LAP 15, HR LAP 11, MN LAP 53, PD LAP 7, QS LAP 6, QS LAP 7)

A type of negative feedback that provides evaluative information designed to help someone improve.  
(QS LAP 20)

**CONSULTANT:** A business or individual offering advice for a fee. (EC LAP 19)

**CONSUMABLE PRODUCTS:** Goods that are used up and therefore need to be replaced. (PR LAP 13)

**CONSUMER:** Anyone who uses goods and services. (EC LAP 6)

**CONSUMER AFFAIRS DEPARTMENT:** A division of local government that assists consumers in handling problems. (PP LAP 7)

**CONSUMER BEHAVIOR:** Manner in which individuals act that determines what they buy and sell.  
(CD LAP 2)

**CONSUMER-BEHAVIOR TRACKING:** The process of collecting information about web-site visitors.  
(BA LAP 4)

**CONSUMER BUYING POWER:** Cash and credit a consumer has available to spend. (EC LAP 11)

**CONSUMER CREDIT PROTECTION ACT:** A federal law passed in 1968 requiring businesses to disclose their annual interest rates to consumers; also known as the Truth-in-Lending Act. (PP LAP 7)

**CONSUMER GOODS:** Tangible items produced for personal use. (CM LAP 1, EC LAP 17, OP LAP 4)

**CONSUMER GOODS PRICING ACT:** A federal law that gives retailers the right to establish a product's final price. (PI LAP 7)

**CONSUMER GOODS AND SERVICES:** Products produced for personal consumption.  
(EC LAP 10, EC LAP 14)

**CONSUMER MAGAZINES:** Magazines that are generally read by individuals for personal enjoyment during their leisure time. (PR LAP 3)

**CONSUMER MARKET:** A customer or potential customer who purchases goods or services to satisfy personal desires. (IM LAP 9)

**CONSUMER PRODUCT SAFETY ACT:** A federal law passed in 1972 to establish the Consumer Product Safety Commission and give it jurisdiction over the safety of the majority of consumer products. (PP LAP 7)

**CONSUMER PRODUCT SAFETY COMMISSION:** The regulatory agency established by the federal government to enforce product safety laws. (PP LAP 7)

**CONSUMER PRODUCTS:** Goods and services purchased and used by consumers. (IM LAP 3)

**CONSUMER PROTECTION:** All the efforts to safeguard consumers from any kind of injury they might suffer in the process of purchasing and/or using consumer products. (PP LAP 7)

**CONSUMERS:** People who use goods and services to satisfy their wants. (EC LAP 10, EC LAP 12, EC LAP 13, EC LAP 17)

**CONSUMPTION:** The process or activity of using goods and services. (EC LAP 6, EC LAP 9)

**CONTACT PERSON:** An individual with whom the media can get in touch at a business or organization in order to obtain additional information about a news release. (PR LAP 10)

**CONTENT:** The text, images, and sounds that appear in the large window when an e-mail is being created or when it is opened; also known as body. (PR LAP 14)

**CONTENT THEORIES:** Theories of motivation that focus on internal needs, drives, and incentives which cause people to behave in a certain manner. (MN LAP 47)

**CONTINGENCY PLAN:** The specific guidelines that are used when responding to undesirable circumstances, an alternative course of action. (PR LAP 19, QS LAP 15)

**CONTINGENT CLOSE:** A closing technique that depends upon the salesperson's proving a point to the customer to remove obstacles to the sale. (SE LAP 107)

**CONTINUOUS IMPROVEMENT:** A business strategy in which an organization continuously evaluates its business processes to make them more effective and efficient (CR LAP 2)  
(See continuous process improvement below)

**CONTINUOUS PROCESS IMPROVEMENT:** The activity of regularly updating one's processes for better efficiency. (EC LAP 19)

**CONTINUOUS PRODUCTION PROCESS:** A production process that turns out products without stopping. (OP LAP 4)

**CONTINUOUS STRATEGY:** A media timing strategy that emphasizes a steady, even scheduling of media following a regular pattern. (PR LAP 5)

**CONTRACTION:** The phase of the business cycle characterized by decreased demand for goods and services, rising unemployment, increased saving by consumers, and reduced sales and profits for businesses. (EC LAP 9)

A product mix strategy in which a business removes, or deletes, product items or product lines from its product mix. (PM LAP 3)

**CONTRACTS/AGREEMENTS:** Legal agreements between two or more businesses stating that one party is to do something in return for something provided by the other party. (BA LAP 5, EC LAP 3, FI LAP 6, NF LAP 1)

**CONTRACTUAL AGREEMENTS:** Agreements between two or more people stating that one party is to do something in return for something provided by another party. (EC LAP 3)

**CONTRADICTION:** Not in line with; against. (QS LAP 22)

**CONTRASTING ADVANTAGES AND DISADVANTAGES CLOSE:** A closing technique that involves comparing a product's advantages and disadvantages. (SE LAP 107)

**CONTRIBUTE:** Give or donate resources. (QS LAP 19)

**CONTROLLING:** The management function that monitors the work effort. (SM LAP 3)

**CONVENIENCE GOODS:** Consumer goods purchased quickly and without much thought or effort. (SE LAP 101)

**CONVENIENCE PRODUCTS:** Consumer goods and services purchased quickly and without much thought or effort. (EC LAP 10, PR LAP 1)

**CONVERSATION:** Talk between people. (QS LAP 4)

**CONVERSION PROCESS:** The process of turning economic resources into products. (OP LAP 4)

**CONVEYOR BELT:** A stationary machine with a large, wide, moving belt that transports goods. (RM LAP 2)

**COOKIES:** Text files that are put on a web-site visitor's hard disk and then later retrieved during subsequent visits to the site in order to track Internet behavior. (BA LAP 4, BA LAP 5, IM LAP 5)

**CO-OP:** Paid work experiences planned and managed by a coordinating teacher that expose individuals to a variety of job responsibilities. (PD LAP 3)

**COOPERATION:** The willingness to work with another person to resolve differences. (EI LAP 7)

**COOPERATIVENESS:** A willingness to work well with others to achieve a common goal. (EI LAP 2, EI LAP 9)

**COPY:** The text of an advertisement that provides readers with information; the sales message. (PR LAP 7, PR LAP 9)

**COPYRIGHT:** Legal protection of books and other artistic works granted by government and giving their creators sole rights to them for a certain period of years. (BA LAP 5, NF LAP 1, PM LAP 12)

**COPYRIGHT HOLDER:** The person who has been given the sole rights to materials for a certain period of years. (BA LAP 5)

**COPYRIGHT INFRINGEMENT:** A violation of the rights of the person who owns a copyright. (BA LAP 5)

**COPYWRITER:** An individual who writes advertising copy. (PR LAP 9)

**CORE VALUES:** Brand values: Beliefs or qualities that a brand stands for and is built around. (PM LAP 10)

**CORPORATE BRAND:** All the combined customer impressions and experiences associated with a particular company (PM LAP 17)

All the combined impressions and experiences associated with a particular company; a brand representing a company or parent business entity (IM LAP 5, PM LAP 10)

**CORPORATE CAMPAIGN:** A union pressure strategy that involves disrupting shareholder meetings or buying up stock (EC LAP 5)

**CORPORATE CASUAL:** A dress-code trend in business for employees to dress informally. (PD LAP 5)

**CORPORATE CULTURE:** The values and ideals that an organization encourages among its employees (CR LAP 1, CR LAP 2)

**CORPORATE FINANCE:** A function in a company that manages policy and strategy for (and the implementation of) capital structure, budgeting, acquisition and investment, financial modeling and planning, funding, dividends, and taxation. (PD LAP 15)

**CORPORATE/GENERAL MANAGEMENT:** A career area in which employees focus on planning, organizing, directing, and evaluating part or all of a business organization through the allocation and use of financial, human, and material resources. (PD LAP 15)

**CORPORATE RESPONSIBILITY:** A business's active efforts to create a positive impact on its employees, the community, and the environment. (MK LAP 3)

**CORPORATE SALES:** In sports, the marketing of private seats or luxury boxes to businesses for use on their "company nights" or to entertain clients. (PD LAP 6)

**CORPORATION:** A form of business ownership that is owned by stockholders who have purchased units or shares of the company; an "artificial being, invisible, intangible, and existing only in contemplation of the law." (BL LAP 1, BL LAP 2, EC LAP 3)

**CORRECTIVE COUNSELING:** A form of corrective discipline that requires the employee to discuss violations with a personnel counselor and to discuss repeated violations with successively higher levels of management. (MN LAP 53)

**CORRECTIVE DISCIPLINE:** An approach to remedial action that focuses on discouraging further rule or performance violations after infractions have occurred. (MN LAP 53)

**CORRUGATED CARDBOARD:** Cardboard for packing; an inner layer of cardboard is shaped into parallel grooves and ridges, which give the cardboard extra strength. (SE LAP 105)



**COST-EFFECTIVE:** Economical; good value in relation to the price, or cost. (IM LAP 2)

**COST EFFICIENCY:** The total cost of advertising in a medium as it relates to reaching potential prospects. (PR LAP 5)

**COST ESTIMATE:** A ball-park figure (or guess) of how much will be spent on a given activity (SM LAP 1)

**COST OF GOODS:** The amount of money a business pays for the products it sells or for the raw materials from which it produces goods to sell; the amount of money a business pays for the products (or for any part of the products) it sells. (EC LAP 2, FI LAP 5)

**COST OF GOODS SOLD/COST OF SALES:** The amount of money a business pays for the product it will sell. (FI LAP 4, FI LAP 6)

**COST-OF-LIVING ADJUSTMENT:** An annual increase in wages designed to keep up with inflation (EC LAP 5)

**COST OF PRODUCTION:** The total amount of money spent on costs of materials, labor, taxes, etc., to manufacture economic goods and services. (EC LAP 11, IM LAP 7, MP LAP 2)

**COST PER RATING POINT (CPRP):** A quantitative measure of the cost efficiency of a media vehicle based on the cost of exposing a percentage of the total possible audience to a promotional message. (PR LAP 6)

**COST PER THOUSAND (CPM):** A quantitative measure of the cost efficiency of a media vehicle calculated by determining the cost per thousand of the total audience exposed to an advertising message. (PR LAP 5, PR LAP 6)

**COST STANDARDS:** Established specifications used to measure how much a project or product costs. (PM LAP 8)

**COSTS:** The expenses involved with manufacturing, promoting, and distributing a product. (PI LAP 3, PI LAP 7)

Expenses. (EI LAP 19)

Expenses involved with obtaining resources. (QS LAP 19)

**COUNSELING:** An oral communication method in which a supervisor and an employee discuss the employee's problem, and the supervisor tries to motivate the employee to find a solution. (MN LAP 54)

**COUNTERACTIVE:** A public-relations strategy that involves a proactive response to unfavorable publicity messages in order to neutralize or reverse its effects. (PR LAP 19)

**COUNTERFEIT BILLS:** Worthless copies of legitimate paper money. (RM LAP 4)

**COUPONING:** A sales promotion activity that involves the use of printed certificates which entitle the holder to a reduced purchase price. (PR LAP 18)

**COURAGE:** A strength of spirit that lets you stand up under pressure and face fear with self-confidence. (PD LAP 7)

**COURTESY:** Polite behavior; good manners. (CR LAP 1, QS LAP 8)

**COVER LETTER:** A letter that accompanies and refers to material which is sent to another party. (PR LAP 10)

**COVERAGE:** The extent to which a product is available in stores. (MP LAP 1)

**CRAFT/TRADE UNION:** A union made up of workers with a particular skill, e.g., plumbers, electricians. (EC LAP 5)

**CREATIVE PROCESS:** The process, from idea to production, by which any idea becomes reality. (PD LAP 2)

**CREATIVE THINKING:** Thinking in a creative way, using the creative-thinking process. (QS LAP 5)

A mental process involving the development of unique ideas, approaches, and solutions (PM LAP 11)

**CREATIVE-THINKING PROCESS:** A five-step method for encouraging your own creativity to reveal itself; includes pinpointing the question, gathering information, setting the question aside for a while, welcoming your own creative insight, and finding out if the answer works. (QS LAP 5, QS LAP 29)

**CREATIVE-THINKING SKILL(S):** The ability to think in a creative way; the ability to use the creative-thinking process appropriately or successfully. (QS LAP 5)

**CREATIVITY:** The ability to generate unique ideas, approaches, and solutions. (CD LAP 2, EI LAP 2, HR LAP 4, EI LAP 9, EI LAP 13, EI LAP 16, PD LAP 2, PD LAP 15, QS LAP 5, QS LAP 27)

The ability to generate unique ideas, goods, or services. (PD LAP 4)

**CREATIVITY CONSULTANTS:** Companies or individuals who provide creative services for other companies. (PD LAP 2)

**CREDENTIALS:** Information about a person's or business's skills, abilities, and qualifications. (OP LAP 2)

**CREDIBILITY:** Believability. (PD LAP 7, PR LAP 5, PR LAP 8, PR LAP 9, QS LAP 10)

How much people believe what you say; believability. (EI LAP 16, QS LAP 27)

**CREDIT:** The arrangement by which businesses or individuals can purchase now and pay later. (EC LAP 13, EC LAP 19, FI LAP 2, FI LAP 5, IM LAP 7, MK LAP 1, MP LAP 2, SE LAP 130)

**CREDIT AGENCY:** Business whose purpose is to maintain files of credit information on individuals and businesses. (FI LAP 2)

**CREDIT CARD ACCOUNTABILITY, RESPONSIBILITY, AND DISCLOSURE ACT OF 2009 (CARD):** Legislation written to ban unfair interest-rate increases, prevent unfair credit-card fees, ensure that contract terms are written in "plain language," and regulate credit-card companies' marketing efforts toward young people and college students (FI LAP 2)

**CREDIT LIMIT:** The maximum amount of money that can be owed on a credit account. (FI LAP 2)

**CREDIT POLICY:** A guideline for business to follow in controlling the use of payment plans that allow customers to purchase now and pay later. (HR LAP 25)

**CREDIT RATING:** The score assigned to a borrower based on previous loans. (EC LAP 19, FI LAP 2)

**CREDIT UNION:** A financial cooperative set up to provide savings and credit services to its members; usually within a business or a labor union. (FI LAP 2)

**CREDITORS:** Individuals or businesses to whom a business owes money or from whom it wants to borrow money. (EC LAP 2, FI LAP 4, FI LAP 5, HR LAP 19)

**CREDITWORTHINESS:** A person's past and future ability to repay a debt. (FI LAP 1)

**CRISIS MANAGEMENT:** A public-relations strategy that involves the ongoing managing, planning, and coordinating of resources in the event that undesirable circumstances occur. (PR LAP 19)

**CRITICAL THINKING:** Thinking that analyzes what the information is, where it's coming from, and how it should be appropriately applied. (QS LAP 29)

**CRITICISM:** An analysis of something or someone that identifies any shortcomings. (EI LAP 15, QS LAP 5)

A response that indicates disapproval. (QS LAP 20)

**CROSS-PROMOTION:** A celebrity's endorsement of more than one product, or products for another company, thereby benefitting all products. (PM LAP 13)

**CROSS TRAINING:** A systematic approach for teaching employees how to perform other people's jobs. (PM LAP 1)

**CRUDE OIL:** Petroleum in its natural state before it has been refined into such products as kerosene and gasoline. (IM LAP 3)

**CULTURAL:** Of the customs, habits, and traditions of a particular group of people. (IM LAP 9)

**CULTURAL SENSITIVITY:** The willingness to adjust your opinions and behaviors so that you value people and ideas from other cultures. (EI LAP 11)

**CULTURE:** The customs, habits, and traditions of a particular group of people. (EC LAP 22, EI LAP 11, HR LAP 24, NF LAP 2)

**CUMULATIVE DISCOUNT:** A type of quantity discount based on the total volume of purchases during a specified period of time; a volume-based discount. (PU LAP 3)

**CURBSTONE CONFERENCE:** An on-the-job training evaluation technique whereby the trainer reviews the trainee's performance immediately after the sales call is completed. (SE LAP 123)

**CURRENCY:** Paper money. (EC LAP 13)

The money that a country uses to buy and sell goods and services. (EC LAP 4)

**CURRENCY EXCHANGE RATE:** Specification of how much two currencies are worth in relation to each other (also known as exchange rate and foreign exchange rate) (NF LAP 2)

**CURRENT LIABILITIES:** Debts that must be paid within a year. (FI LAP 5)

**CUSHIONING MATERIAL:** Material used in packing to eliminate air space inside a box, thus preventing the goods from shifting position. (SE LAP 105)

**CUSTOMER-CENTRIC:** Focused on customer needs and wants (CR LAP 1, CR LAP 2)

**CUSTOMER EXPERIENCE MANAGEMENT:** The strategies, processes, and policies a business uses to meet or exceed customer expectations and to provide customers with outstanding experiences at every touch point (CR LAP 2)

**CUSTOMER FEEDBACK:** Evaluative or corrective information given by the customer to the salesperson. (SE LAP 103, SE LAP 130)

**CUSTOMER LIST:** A series of information (e.g., names and e-mail addresses) about individuals who deal with a particular business. (PR LAP 13)

**CUSTOMER LOYALTY:** The customer's preference for a business; usually expressed in regular purchases from the business. (CR LAP 1, CR LAP 2, EC LAP 21, FI LAP 2, MK LAP 3, PM LAP 1, PM LAP 4, SE LAP 130)

**CUSTOMER RELATIONS:** All the activities a business engages in to interact with its customers (CR LAP 1)

**CUSTOMER RELATIONSHIP MANAGEMENT:** The strategies, processes, technology, and people a business uses to build, maintain, and maximize the long-term value of customer relationships (CR LAP 2)

**CUSTOMER SATISFACTION:** A measure of how well a business has met its customers' expectations (CR LAP 2, MK LAP 3, PM LAP 1, SE LAP 130)

**CUSTOMER SERVICE:** Activities and benefits provided by a business to its customers to create goodwill and customer satisfaction. (CR LAP 1, CR LAP 2, MK LAP 3, PM LAP 1, SE LAP 105, SE LAP 130)

A career involving performing activities that increase customer satisfaction and create goodwill. (CD LAP 2)

**CUSTOMER-SERVICE MINDSET:** The belief that giving customers good service should be a top priority of a business. (PM LAP 1)

**CUSTOMERS:** The people who buy goods and services. (MK LAP 4, PR LAP 2, SE LAP 130)

**CYBERLAWS:** Regulations that apply to online activities. (BA LAP 5)

**CYBERMALL:** An electronic version of a physical shopping mall. (PR LAP 16)

**CYBERSQUATTING:** Registering a domain name with the intention of selling it to its legitimate owner for a profit. (BA LAP 5)

---

## D

---

**DAMAGES:** Amounts of money awarded by juries to individuals or groups who have suffered loss or injury to themselves, their property, or their rights as a result of the negligence, failure to act, or unlawful act of others. (PP LAP 7)

**DATA:** Facts and figures (IM LAP 2, IM LAP 11, NF LAP 3)

**DATA GATHERING:** The process of collecting facts and figures (IM LAP 2)

**DATA PROCESSING:** Handling information, especially facts. (NF LAP 1)

Handling facts and figures (NF LAP 3)

Analyzing the facts and figures collected and putting them into formats useful to the business (IM LAP 2)

**DATABASE:** Computerized storage for information and facts. (NF LAP 1)

A virtual storage unit for information. (EC LAP 19)

**DATELINE:** The place and date of a news event positioned at the beginning of the body of a news release. (PR LAP 10)

**DATING TERMS OF PAYMENT:** Conditions stated on an invoice indicating the percent of discount offered for early payment, the length of time the discount is offered, and the number of days in which the total bill must be paid. (PU LAP 3)

**DAYPARTS:** Time segments into which television and radio broadcast days are divided. (PR LAP 6)

**DEADLINE:** Date or time when something must be done. (QS LAP 18)

**DEALER INCENTIVE:** A limited-time discount offered by a manufacturer to its intermediaries to prompt them to purchase and/or further promote the manufacturer's products to customers (PR LAP 1)

**DEALERSHIP:** See product trade-name franchise (BL LAP 1)

**DEBT:** Amount of money businesses or individuals owe to others. (EC LAP 19, FI LAP 5, FI LAP 7, OP LAP 5)

**DECENTRALIZED TRAINING:** Sales training that is conducted at field or regional offices. (SE LAP 123)

**DECIDED CUSTOMER:** A type of customer who knows exactly what s/he wants. (SE LAP 101, SE LAP 114)

**DECISION:** A choice among alternatives. (PD LAP 10, QS LAP 2)

**DECISION CRITERIA:** The boundaries a decision maker sets for his/her decision. (PD LAP 10, QS LAP 2)

**DECISION MAKING:** Choosing among alternatives. (EC LAP 6, NF LAP 3, PD LAP 10, QS LAP 2)

**DECISION PROBLEM:** The basic issue that managers are facing; the reason they believe marketing research is necessary (IM LAP 13)

**DECISION-MAKING MODEL:** An organized way of making a decision. (PD LAP 10, QS LAP 2)

**DECISION-MAKING SKILL(S):** The ability to choose among alternatives. (CD LAP 2, PD LAP 4)

**DECISION-MAKING STYLE:** A method of decision making having to do with the degree to which others are involved in the decision-making process. (PD LAP 10, QS LAP 2)

**DECISION-ORIENTED:** Accustomed to making choices. (IM LAP 2)

**DECISIVE PERSONALITY:** A basic type of customer personality characterized by the customer's asking for specific items, having a businesslike nature, acting in a direct manner, knowing what s/he wants, and/or shopping quickly. (SE LAP 112)

**DECLINING STAGE:** The product life cycle stage in which sales and profits fall rapidly. (PM LAP 17, PR LAP 1)

**DEDUCTION:** A tax write-off that reduces the gross amount of an individual's income, which in turn reduces the taxes owed. (PD LAP 4)

**DEEP LINKING:** The act of landing on a page deep within a web site, rather than on the site's home page. (BA LAP 5)

**DEEP PRODUCT MIX:** A description of the depth of a business's product mix offering a great many items in the product line. (PM LAP 3)

**DEFEATIST ATTITUDE:** Outlook exhibited by people who have very low opinions of, and lack confidence in, themselves and others. (HR LAP 9)

**DEFENSIVE:** Having a negative attitude toward criticism or suggestions. (EI LAP 14, EI LAP 15, QS LAP 20)

**DELEGATE:** To assign authority or responsibility to another person. (EC LAP 18)

**DELEGATION:** Assigning tasks to subordinates (EC LAP 23)

**DELICATE:** Needs careful handling to prevent damage. (SE LAP 105)

**DELIVERED CIRCULATION:** A magazine circulation figure based on the number of copies sold on newsstands and through subscriptions. (PR LAP 6)

**DELIVERY:** In sales promotion, how the customers receive their incentive. (PR LAP 18)

**DELIVERY RECEIPT:** The carrier's form accompanying a shipment that is signed by the purchasing company to acknowledge receipt of the goods. (DS LAP 5)

**DELPHI TECHNIQUE:** A qualitative sales forecasting method that gathers opinions from company executives and from outside experts such as university professors, consultants, or industry analysts. (IM LAP 4)

**DEMAND:** The quantity of a good or service that buyers are ready to buy at a given price at a particular time. (DS LAP 1, EC LAP 2, EC LAP 3, EC LAP 11, EC LAP 12, EC LAP 14, EC LAP 17, MK LAP 1)

**DEMAND PRICE:** The maximum price buyers are willing and able to pay for a product (EC LAP 12)

**DEMAND-PULL INFLATION:** A rapid rise in prices that occurs when aggregate demand exceeds supply (EC LAP 9)

**DEMOCRATIC MANAGERS:** Managers who like to exercise only a moderate degree of control over employees; tend to involve employees in decision-making and problem-solving. (EI LAP 5)

**DEMOCRATIC LEADERSHIP:** A leadership style built around mutual respect between the leader and employees that allows workers to have a say in the operation of the organization. (HR LAP 36)

**DEMOGRAPHIC SEGMENTATION:** The division of a market on the basis of its physical and social characteristics. (IM LAP 9, PI LAP 7)

**DEMOGRAPHICS:** The physical and social characteristics of the population.  
(CD LAP 2, EC LAP 14, IM LAP 11, IM LAP 13, MN LAP 43, MN LAP 55, MP LAP 1, NF LAP 2, PR LAP 3, PR LAP 5, QS LAP 9)

**DEMONSTRATION:** A sales promotion activity that shows a product in use. (SE LAP 123)

**DEMONSTRATION/PRACTICE:** An instructional method of orientation in which a new employee watches as an experienced worker performs a task, and then the new employee repeats the task until it is perfected under the supervision of the experienced worker. (MN LAP 44)

**DENIAL-OF-SERVICE ATTACK:** A flood of useless traffic on a business's web site that prevents legitimate traffic from getting through. (BA LAP 4)

**DENY IT:** Method of answering objections in which the salesperson directly denies the customer's objection. (SE LAP 100)

**DEPENDABILITY:** Reliability; doing what you say you will do. (EI LAP 9, QS LAP 7, QS LAP 8)

**DEPENDENT:** Needing or relying on someone or something. (HR LAP 9)

**DEPRECIATION:** Reduction in value of goods or assets occurring over a period of time. (DS LAP 3, NF LAP 1)

**DEPRESSION:** A severe, long-lasting recession characterized by high rates of unemployment and business failures. (EC LAP 9)

**DEPTH:** The amount of control and decision-making an employee has in a job. (EC LAP 7)

A product mix dimension referring to the number of products and the assortment of sizes, colors, and models offered in a product line. (PM LAP 3)

Extent, thoroughness. (SE LAP 120)

**DERMATOLOGIST:** A doctor specializing in problems with and care of your skin. (PD LAP 5)

**DESCRIPTIVE RESEARCH:** Marketing research that gathers specific information related to the identified issue, situation, or concern. (IM LAP 5)

**DESIGN TEMPLATE:** A document or file that has a preset look and layout. (PR LAP 15)

**DESIGNER(S):** Individual who envisions a new product (or feature) and carefully specifies his/her vision for a manufacturer to implement. (EC LAP 13)

**DESTRUCTIVE CRITICISM:** Evaluative information that makes a personal attack on the individual. (EI LAP 15)

A type of negative feedback that provides evaluative information but is given in a manner that hurts the message receiver's self-esteem. (QS LAP 20)

**DETAIL-LEVEL GOAL:** A small, short-term goal. (PD LAP 16)

**DETERMINATION:** Staying with something until it is finished; not giving up easily. (EI LAP 2)

**DEVELOPMENT:** A systematic process for enabling employees to acquire the skills, knowledge, and attitudes that are needed now *and* in the future to attain organizational and personal goals. (MN LAP 50)

**DEVELOPMENT (human resource development):** The process of a person's becoming of more value by combining education and experience; includes attitude, personality, motivation, self-confidence, etc. (MN LAP 42)

**DICTATORSHIP:** A form of government in which one person rules absolutely and makes decisions without asking anyone's opinion (EI LAP 19)

**DIFFERENTIATION:** The act of distinguishing between or separating two or more things. (PM LAP 6)

**DIFFICULT CUSTOMERS:** Customers with problems that interfere with their ability to communicate satisfactorily or to function in a normal or pleasant manner. For example, they may be excessively disagreeable, domineering or superior in manner, suspicious, slow or methodical, or simply dishonest. (EI LAP 1)

**DIFFICULT PERSONALITY:** A basic type of customer personality; these customers have problems that interfere with their ability to communicate satisfactorily or to function in a normal or pleasant manner; they may be excessively disagreeable, domineering or superior in manner, suspicious, slow or methodical, or simply dishonest. (SE LAP 112)

**DIGITAL CERTIFICATES:** Electronic documents which verify that the sender of the message is not an imposter. (BA LAP 4, PR LAP 15)

**DIGITAL MILLENNIUM COPYRIGHT ACT:** A law that protects copyrighted materials in today's digital environment by making it illegal to crack technology designed to prevent piracy. (BA LAP 5)

**DIGITAL RECORD:** A document preserved electronically. (NF LAP 1)

**DIGITAL SUBSCRIBER LINE:** A high-speed method for transmitting data over copper telephone wires. (PR LAP 14, PR LAP 15)

**DIGNITY:** A high degree of calmness and self-possession. (EI LAP 14, PD LAP 7)

**DIRECT CHECK:** A method of checking goods in which the goods received are checked directly against the purchase order or the invoice. (DS LAP 5)



**DIRECT CLOSE:** The most simple and natural of all closing techniques; involves merely asking the customer to buy. (SE LAP 107)

**DIRECT COMPETITION:** Rivalry between or among businesses that offer similar types of goods or services. (EC LAP 8)

**DIRECT DISTRIBUTION:** A channel of distribution in which goods and services move directly from the producer to the consumer or industrial user. (CM LAP 1, CM LAP 2, DS LAP 1)

**DIRECT MAIL:** Promotional medium that comes to consumers' homes and businesses in the form of letters, catalogs, postcards, faxes, folders and emails (MK LAP 1, PR LAP 1, PR LAP 3)

**DIRECT-MAIL CAMPAIGN:** An effort to obtain business by sending promotional material to customers in the form of letters, catalogs, postcards, faxes, and folders. (PR LAP 13)

**DIRECTING:** The management function of providing guidance to workers and work projects. (SM LAP 3)

**DIRECTORIES:** Internet services that search for matches to specified terms in web-site descriptions written by humans. (BA LAP 3, PR LAP 16)

**DIRECTORY ADVERTISING:** Promotional message found in directories of a general nature such as the *Yellow Pages* or in specialized listings of companies in an industry. (MK LAP 1, PR LAP 3)

**DISABILITY:** A mental or physical problem that affects an individual's mental or physical condition. (HR LAP 24)

**DISAGREEABLE CUSTOMERS:** A type of difficult customer personality that is unpleasant and hard to help because they are argumentative, complaining, irritable or moody, insulting, impatient, and/or have a leave-me-alone attitude. (EI LAP 1, SE LAP 112)

**DISBURSEMENT JOURNAL:** An accounting record for recording daily expenditures. (FI LAP 5)

**DISCOUNT:** A deduction from the price of goods. (IM LAP 7, MP LAP 2, PU LAP 3)

**DISCOUNT STORE:** A retail store competing on the basis of low prices and offering limited customer service. (PI LAP 2)

**DISCOVERING CUSTOMER NEEDS:** The phase of the selling process in which the salesperson determines what a customer needs/wants through the use of questioning and listening. (SE LAP 126)

**DISCOVERY-ORIENTED DECISION PROBLEM:** A decision problem aimed at answering "what?" or "why?" (IM LAP 13)

**DISCRIMINATION:** Unfair treatment of a person or a group based on the person's or group's characteristics, e.g., race, religion, gender. (EI LAP 4)

**DISCUSSION:** A conversation among members of a group. (QS LAP 29)

**DISCUSSION GROUP:** A number of individuals who use e-mail to share ideas, opinions, and resources. (BA LAP 4, PM LAP 9, PR LAP 13, PR LAP 16)

**DISHONEST CUSTOMERS:** Customers who intentionally attempt to avoid paying part or all of the price for a product. (EI LAP 1, SE LAP 112)

**DISINTERMEDIATION:** The elimination of intermediaries, or middlemen, that result in the transfer of products directly from the producer to the ultimate consumer. (BA LAP 3)

**DISPATCHING:** Issuing orders for production to start. (OP LAP 4)

**DISPLAY CUBICLE:** A fixture consisting of multiple cube-shaped compartments used to store and display folded apparel for customer self-selection. (RM LAP 2)

**DISPLAYS:** Visual, nonpersonal presentations of goods and services to prospective buyers; categorized as interior or window displays. (EC LAP 13)

**DISPOSABLE INCOME:** The amount of money people have to spend, or dispose of, after they have paid their taxes; also called discretionary income. (EC LAP 16, IM LAP 3)

**DISPROPORTIONATELY:** Unsuitably, unreasonably, or inappropriately sized. (EC LAP 18)

**DISPUTE-RESOLUTION SERVICE PROVIDER:** An agency that resolves issues involving the Internet. (BA LAP 5)

**DISTRACTIONS:** Things that interrupt us, causing us to turn our focus away from what we're doing. (QS LAP 24)

**DISTRIBUTION:** A marketing/business function that is responsible for moving, storing, locating, and/or transferring ownership of goods and services. (BA LAP 3, DS LAP 1, IM LAP 9, MK LAP 1, MP LAP 1)

The process or activity by which income is divided among resource owners and producers. (EC LAP 6, EC LAP 9, EC LAP 17)

A career that involves performing the activities involved in moving or transferring the ownership of goods or services from producers to consumers. (CD LAP 2)

**DISTRIBUTION CHANNELS:** Paths, or routes, that goods or services take from the producer to the ultimate consumer or industrial user. (PU LAP 3)

**DISTRIBUTION INTENSITY:** The level of market exposure a certain distribution pattern achieves (refers to intensive, selective, and exclusive patterns). (CM LAP 2)

**DISTRIBUTION METHOD:** A technique for transferring e-mail messages from the business to the recipients. (PR LAP 14)

**DISTRIBUTION PROCESS:** All the steps involved in the physical movement or the transfer of ownership of a good or service from the producer to the consumer. (IM LAP 3)

**DISTRIBUTION SYSTEM:** The combination of distribution activities that a company uses to distribute its goods or services. (DS LAP 1)

**DIVERSE:** Different from each other, especially in terms of background, age, gender, and race. (EI LAP 12)

**DIVERSIFICATION:** Management of risks by spreading out financial investments among a number of different securities or business ventures (EC LAP 22)

**DIVERSITY:** All the ways in which people differ. (EI LAP 11, MN LAP 55)

**DIVERT:** To move or change from a particular direction or place to another. (RM LAP 4)

**DIVIDEND:** A sum of money paid to an investor or stockholder as earnings on an investment. (BL LAP 1, FI LAP 7, OP LAP 5)

**DIVISION OF LABOR:** Dividing a large job into units, or job tasks, and assigning an individual to do each of the tasks. (EC LAP 7, EC LAP 18, EC LAP 23)

**DIVISIONAL STRUCTURE:** An organizational design in which the firm is broken down into units according to factors such as product, process, territory, customer type, etc. (EC LAP 23)

**DIVULGE:** To reveal or make known to others. (EI LAP 4)

**DOCUMENT PROCESSING:** Handling information, especially concepts. (NF LAP 1)

**DOING BUSINESS AS:** A term or permit that requires a business to register its name with local governments. (BL LAP 2)

**DOLLAR:** The currency used in the United States or Canada. (EC LAP 4)

**DOLLAR CONTROL:** A way of keeping track of inventory according to the value of the stock. (DS LAP 2, DS LAP 4)

**DOLLAR-VOLUME DISCOUNTS:** Rate reductions offered to advertisers for total dollar volume in a contract year. (PR LAP 6)

**DOLLAR-VOLUME QUOTAS:** A type of sales-volume quota in which salespeople are measured by the total dollar volume of sales without regard to which products are sold. (SE LAP 118)

**DOMAIN NAME:** A business's web address (e.g., cdwarehouse.com). (BA LAP 5, PM LAP 10)

**DOMAIN NAME REGISTRATION:** The process of registering a business's web address (e.g., cdwarehouse.com). (PR LAP 15)

**DOMESTIC:** Pertaining to that occurring within a country. (EC LAP 3)

**DOMESTIC GOODS:** Tangible objects that are manufactured or produced for resale within the "home" country. (EC LAP 3)

**DOMESTIC MARKET:** Consumers and potential consumers who are within the borders of the United States. (MN LAP 55)

**DOMESTIC TRADE:** The buying and selling of goods and services within a country. (EC LAP 4)

**DOMINANT BUYING MOTIVE:** The reason for making a purchase that has the greatest influence on a customer's buying decision. (SE LAP 109)

**DOMINEERING/SUPERIOR CUSTOMERS:** Overly confident customers who feel they know more and are better than the average person. (EI LAP 1, SE LAP 112)

**DO-NOT-CALL REGISTRIES:** Databases containing personal telephone numbers that, by law, telemarketers are not permitted to call. (PR LAP 3)

**DOUBLE COUNTING:** Including the same production more than once in determining GDP. (EC LAP 1)

**DOUBLE OPT-IN E-MAIL:** Electronic promotional messages that are sent once the recipient has requested and confirmed his/her desire to be added to the subscriber list. (PR LAP 13)

**DOWN PAYMENT:** A partial payment made at the time an item is purchased; the remaining balance is paid later (FI LAP 2)

**DOWNLOADED FILES:** A collection of data transferred from a central computer to a peripheral computer. (BA LAP 3)

**DREAM:** A hope or longing for something. (QS LAP 22)

**DRESS CODE:** A rule governing the type of clothing that employees are permitted to wear on the job. (HR LAP 25)

**DUAL DISTRIBUTION:** Distributing a product through two different channels. (CM LAP 2)

**DUAL/DOUBLE TAXATION:** The levying of two taxes on the same income (e.g., tax on a corporation's income as well as dividends) (BL LAP 1, BL LAP 2)

**DUMMY INVOICE:** A blank form on which the contents of a shipment are listed by receiving workers; used in the blind check method of checking goods. (DS LAP 5)

**DURABILITY:** How long a product will last. (SE LAP 113)

**DURABLE GOODS:** Tangible items that should last a long time (EC LAP 1, EC LAP 9, MK LAP 4)

**DYNAMIC:** Changing; changeable (able to be changed). (NF LAP 2, PD LAP 16)

---

## E

---

**EARNINGS STATEMENT:** Another name for an income statement. (FI LAP 4)

**E-COMMERCE:** The buying and selling of goods using computers. (BA LAP 2, CM LAP 2, SE LAP 108)

**E-COMMERCE PROVIDER:** A company that provides e-commerce services across the Internet. (PR LAP 15)

**ECONOMIC ACTIVITIES:** Consumption, production, exchange, and distribution. (EC LAP 6, EC LAP 9)

**ECONOMIC CHANGES:** Fluctuations or "ups and downs" in the economy—such as changes in supply, demand, prices, and rate of employment. (HR LAP 8)

**ECONOMIC FLOW:** The movement of resources from resource owners to producers and from producers to consumers. (SE LAP 117)

**ECONOMIC FORECAST:** A prediction of what may happen in the nation's economy. (FI LAP 5)

**ECONOMIC GOODS:** Physical objects that are useful, scarce, and transferable which satisfy economic wants. (EC LAP 10)

**ECONOMIC ORDER QUANTITY:** The amount of stock that can be ordered at the greatest advantage to the business; known as EOQ. (DS LAP 3)

**ECONOMIC RESOURCES:** The human and natural resources and capital goods used to produce goods and services. (EC LAP 14, EC LAP 15)

**ECONOMIC RISKS:** Chances of loss due to changes in the market that force prices to be lowered, products to change, or businesses to fail. (BA LAP 2, EC LAP 3)

**ECONOMIC SANCTIONS:** Trade restrictions placed by one country against another country that is violating international law as a means of persuading the violator to end the violation. (EC LAP 4)

**ECONOMIC SERVICES:** Productive acts that satisfy economic wants. (EC LAP 10)

**ECONOMIC SYSTEM:** The organized way in which a country handles its economic decisions and solves its economic problems. (EC LAP 15, EC LAP 17)

**ECONOMIC VOTE:** Term used to describe consumer approval of products expressed by the purchase of products. (EC LAP 17)

**ECONOMIC WANTS:** Desires for items that can only be obtained by spending money. (EC LAP 6, EC LAP 10)

**ECONOMICS:** The study of how to meet unlimited, competing wants with limited resources. (EC LAP 6)

**ECONOMIZING:** The process of deciding which goods and services will be purchased or provided so that the most satisfaction can be obtained; deciding how scarce resources will be used. (EC LAP 6)

**ECONOMY:** The system in which people make and spend their incomes. (EC LAP 1, EC LAP 2, MK LAP 4, NF LAP 2, SE LAP 117)

**ECOPRENEUR:** An entrepreneur who develops and markets environmentally-friendly products; may also offer services that work directly to improve the environment, e.g., recycling facilities, water treatment plants, etc. (PD LAP 4)

**EDITORIAL CONTENT:** The subject matter of a publication. (PR LAP 9)

**EDITORIAL ENVIRONMENT:** The type of information, or content, the different media present in order to attract an audience. (PR LAP 5)

**EFFECTIVE:** Able to achieve a desired result. (HR LAP 4)

**EFFECTIVE GOAL:** A goal that takes priority over other activities; a goal that is (likely to be) achieved. (QS LAP 22)

**EFFECTIVE HUMAN RELATIONS:** Harmonious, pleasant, mutually rewarding interactions with other people. (HR LAP 1)

**EFFICIENCY:** Accomplishing a task with a minimum expenditure of time and effort. (EC LAP 2, EC LAP 18, MK LAP 2, MK LAP 3)

**EFFICIENT:** Using minimum amounts of resources to the best advantage. (EC LAP 8)

Able to accomplish a task using a minimum amount of time and effort. (HR LAP 4)

**80/20 RULE:** A selling principle which states that 80% of a business's sales are made by 20% of the business's customers. (PR LAP 13)

**ELASTIC DEMAND:** A form of demand for products in which changes in price correspond to changes in demand. (EC LAP 11, PI LAP 3)

A market situation in which small price changes have a big impact on product sales. (PI LAP 7)

**ELASTICITY:** An indication of how changes in price will affect changes in the amounts demanded and supplied. (EC LAP 11)

**ELECTRIC SHOCK:** Injury caused by contact with electric current. (RM LAP 3)

**ELECTRONIC COMMERCE:** The buying and selling of goods and services over the Internet. (BA LAP 3)

**ELECTRONIC, DIRECT MAIL:** Promotional messages that are delivered over computer networks to e-mail addresses. (PR LAP 3)

**ELECTRONIC INTERVIEW:** Surveying individuals via e-mail or Internet web sites to obtain research data (IM LAP 5)

**ELECTRONIC PRICE-TAG ALTERATION:** The process of hacking into a business's shopping-cart software and modifying the HTML information in order to lower or raise the prices of products. (BA LAP 4)

**ELECTRONIC SIGNATURE:** The electronic equivalent of a written signature. (BA LAP 5)

**ELECTRONIC SIGNATURES IN GLOBAL AND NATIONAL COMMERCE ACT:** A law designed to give business transactions conducted over the Internet the same legal standing as signed contracts. (BA LAP 5)

**ELEMENT:** A part of a print advertisement, such as the headline, illustration, copy, or identification. (PR LAP 7)

**E-MAIL:** The electronic transmission of messages across computer networks. (BA LAP 3)

**E-MAIL ALIASES:** Alternate names for the same e-mail account (e.g., webmaster@infotech.com and technical assistance@infotech.com). (PR LAP 13)

**E-MAIL AUTOMATION PROGRAM:** Computer software that does not require a human to operate or control the task at hand. (PR LAP 13)

**E-MAIL CLIENTS:** Applications on computers that allow them to create, send, receive, and store e-mail messages. (PR LAP 13, PR LAP 14, PR LAP 15)

**E-MAIL FILTERS:** Computer programs that block out unwanted information (e.g., junk e-mail). (BA LAP 4)

**E-MAIL MARKETING:** The electronic transmission of promotional messages across computer networks. (PR LAP 13)

**E-MAIL RECIPIENTS:** The individuals who receive the e-mail. (PR LAP 14)

**EMBARRASS:** Make others feel uncomfortable, ashamed, or ill at ease. (QS LAP 4)

**EMBEZZLEMENT:** Theft of valuables that have been entrusted to one's care. (RM LAP 4)

**EMOTIONAL CONFLICT:** A disagreement that is based on differences regarding personal beliefs, values, or experiences. (EI LAP 7)

**EMOTIONAL INTELLIGENCE:** The ability to recognize and manage emotions in ourselves and in others. (EI LAP 6, EI LAP 16, QS LAP 14, QS LAP 27)

**EMOTIONAL MOTIVES:** Reasons for buying that involve an appeal to the customer's emotions or feelings. (MK LAP 3, SE LAP 109)

**EMOTIONAL TRAITS:** Personal characteristics that involve your attitudes, feelings, values, and temperament. (EI LAP 9)

**EMPATHETIC:** Acting according to an intellectual identification with the thoughts, feelings, values, attitudes, and/or actions of another person. (SE LAP 109)

**EMPATHIZE:** Putting yourself in another person's place. (QS LAP 1)

**EMPATHY:** The ability to put yourself in another person's place; intellectual identification with the thoughts, feelings, values, attitudes, and/or actions of another person. (EI LAP 6, EI LAP 14, PD LAP 7, QS LAP 14)

The ability to relate to the feelings, thoughts, and experiences of other people. (EI LAP 2, EI LAP 9, EI LAP 12, EI LAP 16, QS LAP 27)

**EMPLOYEE-ASSISTANCE PROGRAMS:** A project organized and sponsored by a company to help its employees. (EC LAP 14, HR LAP 35)

**EMPLOYEE COMPLAINT:** An oral or written expression of an employee's dissatisfaction. (HR LAP 35, MN LAP 45)

**EMPLOYEE MORALE:** The attitude employees have toward their jobs and the business for which they work. (MN LAP 40)

**EMPLOYEE POLICY:** A guideline explaining how employees are to act and how they are to deal with customers. (HR LAP 25)

**EMPLOYEE SAFETY:** Freedom from danger, risk, or injury in the workplace. (HR LAP 35)

**EMPLOYEE TURNOVER:** The rate at which a business gains and loses employees (EC LAP 21)

**ENCODING PROGRAMS:** A set of instructions that converts information into a code so that unauthorized users are not able to read it. (BA LAP 2)

**ENCRYPTION:** The process of transforming information into a secret code so that only the recipient can read it. (BA LAP 4)

**END-OF-MONTH (EOM) DATING:** A dating term specifying the beginning of the payment period as the last day of the month in which the invoice is dated. (PU LAP 3)

**ENDING CASH BALANCE:** The amount of cash a business has left at the end of the month. (FI LAP 6)

**ENDLESS-CHAIN METHOD:** A method of prospecting in which salespersons ask every prospect to whom they make presentations to give the names of others who might be interested in their products. (SE LAP 116)

**ENDORSEMENT:** Approval by a reputable external source. (PM LAP 12, PM LAP 13, PR LAP 7, PR LAP 8, PR LAP 9)

**ENTERPRISE RESOURCE PLANNING (ERP):** Software applications using database technology that enables a business to manage its information about customers, products, employees, and finances. (IM LAP 2, NF LAP 1)

**ENTERTAIN:** To amuse or inspire an audience; a purpose of oral presentation. (QS LAP 9)

**ENTHUSIASM:** Intense interest or excitement. (EI LAP 9, HR LAP 20, PD LAP 15, QS LAP 7)

**ENTHUSIASTIC:** Displaying great interest or excitement in something; being absorbed in or excited about something or someone. (HR LAP 11)

**ENTREPRENEUR:** An individual who invents, develops, and distributes a good or provides a service; assumes the risks of starting and building a business; and receives personal and financial rewards for her/his efforts. (EC LAP 15, EI LAP 10)

**An individual who identifies an opportunity to create new value, develops and offers a unique product, assumes the risks of starting and building a business, focuses on the improvement and growth of that business, and receives personal and financial rewards for her/his efforts. (PD LAP 4)**



**ENTREPRENEURS:** People who assume the risks of starting and operating businesses. (EC LAP 14, SE LAP 117)

**ENVIRONMENT:** Surroundings (NF LAP 2)

**ENVIRONMENTAL ANALYSIS:** The study of the external forces that influence a business's success. (MN LAP 43)

**ENVIRONMENTAL DISTRACTION:** An aspect of the setting that diverts the listener's attention away from the speaker's message, such as poor lighting, noise, or uncomfortable seating. (QS LAP 1)

**ENVIRONMENTAL SCANNING:** Collecting information about the environment surrounding your business. (IM LAP 8, NF LAP 2)

**EQUAL CREDIT OPPORTUNITY ACT:** A federal law that attempts to make the granting of credit fair by prohibiting the denial of credit based on the applicant's gender, race, age, marital status, or national origin. (FI LAP 1, FI LAP 2, PP LAP 7)

**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC):** A government agency established by the Civil Rights Act of 1964 to enforce fair employment practices. (MN LAP 55)

**EQUAL OPPORTUNITY:** Providing the same opportunities for employment to all applicants. (MN LAP 55)

**EQUAL PAY ACT OF 1963:** A law that prohibits wage discrimination on the basis of gender. (MN LAP 55)

**EQUILIBRIUM:** The point at which the quantity supplied is equal to the quantity demanded. (EC LAP 11)

**EQUILIBRIUM PRICE:** The point at which the quantity of a good that buyers want to buy is equal to the quantity that sellers are willing to sell at a certain price. (EC LAP 11, EC LAP 12)

**EQUIPMENT:** Industrial goods used in the operation of a business but not used in the actual production of a good or service. (EC LAP 10)

**EQUITABLE WORK ENVIRONMENT:** A work environment in which all employees are treated fairly. (MN LAP 55)

**EQUITY:** Assets minus liabilities; also known as stockholders' (or shareholders') equity, book value, and net worth. (EC LAP 19, FI LAP 7, SM LAP 1)

Fairness. (MN LAP 55)

**EQUITY THEORY:** A process theory of motivation that suggests that people are motivated to close the gap between their efforts and the amount of reward they received. (MN LAP 47)

**ESTABLISHING RELATIONSHIPS:** The phase of the selling process that involves prospecting for potential customers and making initial contact with customers in order to create the right selling environment. (SE LAP 126)

**ESTEEM NEEDS:** Desires for self-esteem and recognition from others; fourth level of needs in Maslow's Hierarchy of Needs. (MN LAP 47)

**E-TAILERS:** Retailers who operate solely online. (EC LAP 20, PM LAP 1)

**ETHICAL STANDARDS:** Unwritten rules that govern your behavior. (SE LAP 117)

**ETHICS:** The basic principles that govern your behavior.  
(EC LAP 21, EI LAP 4, EI LAP 16, HR LAP 19, MN LAP 44, PD LAP 7, QS LAP 8, SE LAP 117, SE LAP 129)

**ETHNIC HERITAGE:** The background handed down to individuals from the ethnic group, or culture, into which they were born. (HR LAP 24)

**ETHNICITY:** The background handed down to individuals from the ethnic group, or culture, into which they were born. (IM LAP 9)

**ETHNOCENTRISM:** The belief that your own culture is naturally better than other cultures. (EI LAP 11)

**ETIQUETTE:** Rules applying to acceptable behavior (CR LAP 1)

**EURO:** The common currency used in many European nations. (EC LAP 4)

**EUROPEAN UNION (EU):** An association of European countries with uniform trade rules that eliminated all barriers and restrictions on the movement of goods and services between member nations. (EC LAP 4)

**EVALUATE:** Examine or review carefully to determine value or importance. (EI LAP 4, QS LAP 18)

**EVALUATIVE INFORMATION:** The conclusions people reach after they examine something carefully.  
(EI LAP 15, QS LAP 20)

**EVEN PRICING:** The use of an even number at the end of a price to suggest high quality. (PI LAP 1)

**EVENT:** A gathering or activity. (PR LAP 19)

**EVENT MARKETING:** The process of planning and executing the conception and promotion of gatherings or activities that satisfy individual and organizational objectives. (PD LAP 6)

**EXAGGERATE:** Overstate, or stretch, the truth. (QS LAP 10)

**EXCELSIOR:** Shredded or curled pieces of wood used as cushioning material in packing. (SE LAP 105)

**EXCESS DEMAND:** The situation that exists when demand is greater than supply. (EC LAP 12)

**EXCESS SUPPLY:** The situation that exists when supply is greater than demand. (EC LAP 12)

**EXCHANGE:** The process of trading one good/service for another (EC LAP 6, EC LAP 7,  
EC LAP 9)  
A transfer of ownership. (EC LAP 13)

**EXCHANGE PRICE:** The amount of money that the buyer is willing to pay and the seller is willing to accept for a good or service. (PI LAP 2)

**EXCLUSIVE AGREEMENT:** An illegal agreement that forbids customers from buying goods and services from competitors. (EC LAP 8, SE LAP 129)

**EXCLUSIVE CATEGORY:** In licensing, a category in which only one licensee is authorized to produce merchandise. (PM LAP 14)

**EXCLUSIVE DISTRIBUTION:** A distribution pattern in which a producer sells a product through just one middleman in a geographic area. (CM LAP 2)

**EXCLUSIVE SPONSORSHIP RIGHTS:** A contract agreement whereby a sponsoring business will be the only provider of the good or service for a sport/event. (PR LAP 17)

**EXCLUSIVITY:** In a sponsorship agreement, the sponsor's privilege of being the only company in its particular category of goods or services. (SE LAP 127)

**EXCUSE:** An insecure and invalid statement used to cover up a real reason for not buying. (SE LAP 100)

**EXECUTIVE MANAGEMENT:** Top-level management. (SM LAP 3)

**EXECUTIVE SUMMARY:** The most important part of a company's business or marketing plan because it gives an overview of the entire document; often used to determine whether it is worthwhile to read any further. (MP LAP 1, SM LAP 1, SM LAP 2)

**EXECUTIVES:** Top-level employees. (EC LAP 19)

**EXISTING PRODUCT:** Goods or services that are currently being sold. (PM LAP 17)

**EXIT INTERVIEW:** Discussions with employees who are leaving that are designed to gain feedback for the business. (HR LAP 35)

**EXPANSION:** The stage of the business cycle characterized by increased spending and borrowing, increased demand for goods and services, increased employment rates, and decreased interest rates on loans.  
(EC LAP 9, EC LAP 22)

A product mix strategy in which a business expands its product mix by adding additional product items or product lines. (PM LAP 3)

A form of business growth in which a company extends its operations or facilities using new capital or reinvested funds (BL LAP 1)

**EXPECTANCY THEORY:** A process theory of motivation which states that motivation is the result of the outcomes one desires and one's estimate of the prospect of attaining those desired outcomes. (MN LAP 47)

**EXPENSE(S):** The money that a business or project spends.  
(EC LAP 2, EC LAP 19, FI LAP 3, FI LAP 4, FI LAP 5, IM LAP 7, MP LAP 2, OP LAP 5, QS LAP 19)

**EXPENSE ACCOUNT:** An arrangement between an employee and the employer in which the employee keeps track of business-related expenses and reports them to the employer for reimbursement.  
(HR LAP 19)

**EXPENSE/BUDGET QUOTAS:** A type of financial quota in which salespeople are awarded bonuses for spending less than the allocated budget. (SE LAP 118)

**EXPENSE CONTROL:** Efforts to maintain or reduce a certain level of spending. (OP LAP 5)

**EXPERIMENT:** A marketing-research method that tests cause and effect by test marketing new products or comparing test groups with control groups. (IM LAP 5)

**EXPLOIT THE SPONSORSHIP:** To productively utilize every promotional avenue available to gain brand recognition in association with a sponsored entity. (PR LAP 17)

**EXPLORATORY RESEARCH:** Marketing research that collects information to help the business define its issue, situation, or concern and decide how to proceed with its research. (IM LAP 5)

**EXPORTING:** The process of selling goods and services to individuals, businesses, or governments in other countries. (EC LAP 4, EC LAP 22)

**EXPORTS:** Goods and services sold by businesses and industries in one country to individuals, manufacturers, or governments in other countries. (EC LAP 4)

**EXPRESS WARRANTY:** A warranty that is written or expressed verbally. (PM LAP 4)

**EXTENSION:** The total cost of each quantity of merchandise purchased. Calculated by multiplying the quantity purchased by the price per unit. (DS LAP 6)

**EXTENSIVE DECISION:** A type of decision that requires a lot of consideration. (PD LAP 10, QS LAP 2)

**EXTENSIVE MEDIA COVERAGE:** An advertising strategy based on reaching a large audience. (PR LAP 5)

**EXTERNAL CONFLICT:** A disagreement with another person or with a group of people. (EI LAP 7)

**EXTERNAL CUSTOMERS:** Individuals who buy a business's products. (PM LAP 1)

**EXTERNAL DATA:** Facts and figures available in locations outside the company (IM LAP 2, IM LAP 5)

**EXTERNAL ENVIRONMENT:** A business's external, uncontrollable surroundings; consists of elements such as demographics, society and culture, the economy, competition, government, and technology (NF LAP 2)

**EXTERNAL FACTORS:** Forces operating outside a business that affect its chances for success. (MN LAP 43, SE LAP 121)

**EXTERNAL FEEDBACK:** Evaluative information that comes from sources outside yourself. (EI LAP 15, QS LAP 20)

**EXTERNAL INFORMATION:** Information available in locations outside the company. (BA LAP 2)

**EXTERNAL REWARDS:** Outside forces that motivate people to perform well, e.g., pay raises, bonuses, etc. (HR LAP 36)

**EXTERNAL SOURCES:** Contacts outside the business, such as other salespeople, specialized lists and directors, and industry trade groups. (SE LAP 115)

Contacts outside the school, organization, or club. (QS LAP 19)

**EXTERNAL TRAINING:** Training conducted by persons or organizations outside the business, such as professional consultants on a contractual basis, educational agencies, or trade and professional organizations. (MN LAP 42)

**EXTINCTION:** The act of withholding reinforcement in order to change a behavior. (EI LAP 14, MN LAP 47)

**EXTRA DATING:** A dating term that allows additional days in which to receive the cash discount. (PU LAP 3)

**EYE CONTACT:** Looking others directly in the eye. (HR LAP 20, QS LAP 9)

**E-ZINE ADS:** Promotional messages appearing in electronic versions of magazines. (PR LAP 16)

---

## F

---

**FACIAL EXPRESSION:** The look of the face that shows thoughts or feelings.  
(HR LAP 20, QS LAP 4)

**FACILITATOR:** A person who guides a group's discussions and helps it adhere to its agenda (EI LAP 19)

**FACT:** A true statement. (QS LAP 29)

**FACT-FINDER PERSONALITY:** A basic type of customer personality characterized by the customer's challenging a salesperson to know the products, doing comparison shopping, liking to see variety, and/or wanting factual information. (SE LAP 112)

**FACT-FINDING:** Information gathering. (SE LAP 115)

**FACT SHEET:** A list of basic information about a person, place, or thing. (PR LAP 8, PR LAP 10)

**FACTORS OF PRODUCTION:** Productive resources; human and natural resources and capital goods.  
(EC LAP 14, OP LAP 4)

**FACTORY-APPROVED SERVICE CENTER:** Businesses that have been selected by a manufacturer or seller to repair and/or replace products covered by certain warranties (PM LAP 4)

**FAD:** A style or design that gains and loses its popularity within a brief period of time. (PD LAP 5)

**FAIR CREDIT BILLING ACT:** A federal law that specifies the time period in which a business must handle a credit customer's complaint or inquiry about his/her bill. (FI LAP 2)

**FAIR CREDIT REPORTING ACT:** A federal law that gives consumers the right to inspect the files of their credit history at any credit agency and to have mistakes corrected. (FI LAP 1, FI LAP 2)

**FAIR DEBT COLLECTION ACT:** A federal law passed in 1980 prohibiting businesses from harassing or abusing consumers who owe them money. (PP LAP 7)

**THE FAIR PACKAGING AND LABELING ACT:** A federal law that makes it illegal to use unfair or deceptive packaging or labeling for certain consumer products. (PP LAP 7, SE LAP 121)

**FAIRNESS:** The ability to make judgments without favoritism or self-interest; generally following established rules or standards. (PD LAP 7)

**FALSE GENERALIZE:** To make a broad assumption with very little supporting evidence. (EI LAP 17, QS LAP 16)

**FAMILY BRAND:** A category of brands in which one brand is used for a group of related products in a product line. (PM LAP 6)

**FAMILY AND MEDICAL LEAVE ACT:** A law that gives workers with various kinds of family-related or medical problems as much as 12 weeks of unpaid leave per year. (MN LAP 55)

**FANS:** Individuals or groups who express a common interest in a specific performer, athlete, team, or organization. (PR LAP 19)

**FAQ:** Frequently Asked Question; used by businesses to answer questions on their web sites or other marketing materials (CR LAP 1)

**FASHION GOODS:** Apparel and accessory items. (IM LAP 3)

**FATIGUE:** A state of mental or physical tiredness; weariness. (RM LAP 2)

**FEATURE:** A fact about or characteristic of the product. (EC LAP 13, IM LAP 7, IM LAP 9, MK LAP 4, MP LAP 2, PM LAP 16, SE LAP 103, SE LAP 108, SE LAP 109, SE LAP 111, SE LAP 113, SE LAP 114, SE LAP 117, SE LAP 126)

**FEATURE ARTICLE:** An article that goes into a specific subject at length or in depth. (PR LAP 8)

**FEATURE-BENEFIT CHART:** A list that may be arranged alphabetically to show product features and corresponding benefits. (SE LAP 113)

**FEATURE-BENEFIT SELLING:** Convincing customers that a product has the features which will provide the benefits for which they are looking. (SE LAP 113)

**FEDERAL COMMUNICATIONS COMMISSION (FCC):** A government agency that regulates interstate and international communications by radio, television, wire, satellite, and cable. (EC LAP 16)

**FEDERAL FOOD, DRUG, AND COSMETIC ACT:** A federal law passed in 1938 to expand the authority of the Food and Drug Administration to include cosmetics and medical devices. (PP LAP 7)

**FEDERAL INCOME TAX:** A U.S. tax (based on earnings) that is paid by employees and corporations. (NF LAP 1)

**FEDERAL RESERVE SYSTEM:** The central banking organization of the United States that monitors and regulates the flow of credit and money. (EC LAP 1, EC LAP 9, FI LAP 1)

**FEDERAL TRADE COMMISSION:** A government regulatory agency that administers and enforces antitrust laws to prevent price fixing and to prohibit unfair competitive practices. (BA LAP 5, EC LAP 16, FI LAP 1, PM LAP 13, PP LAP 7)

**FEDERAL TRADE COMMISSION ACT:** A federal regulation that established a regulatory agency, the Federal Trade Commission (FTC), to monitor business activities in order to prevent unfair competition. (EC LAP 8, PP LAP 7, SE LAP 121)

**FEDERATION:** The highest level of union organization consisting of a group of national unions. (EC LAP 5)

**FEEDBACK:** Evaluative information given to you about the things you say and do. (EI LAP 6, EI LAP 10, HR LAP 2, EI LAP 15, EI LAP 17, HR LAP 25, HR LAP 36, QS LAP 6, QS LAP 7, QS LAP 18,)

A response to a certain behavior or attitude. (EI LAP 12, QS LAP 20)

**FIDELITY BOND:** Insurance coverage to protect a business from losses due to employee theft. (EC LAP 3)

**FILLER:** In public speaking, small words, such as "uh," "er," "umm," and "y'know," that are used to fill in spaces between sentences. (QS LAP 9)

**FILTERS:** Computer programs that block out unwanted information (e.g., junk e-mails). (PR LAP 13)

**FINANCE:** The process of obtaining funds and using them to achieve the goals of the business. (PD LAP 15, SM LAP 1)

In business, the function that involves all money and money management matters. (FI LAP 7)

**FINANCE CHARGE:** Interest charged on the outstanding balance of a credit account. (FI LAP 1, FI LAP 2)

**FINANCIAL ANALYSIS:** The process of planning, maintaining, monitoring, controlling, and reporting the use of financial resources. (EC LAP 19)

**FINANCIAL CAPITAL:** Money needed to operate a business. (EC LAP 14, OP LAP 4)

**FINANCIAL PLAN;** The part of a company's business plan that shows how the business has performed (or is likely to perform) financially; how a business intends to use its money. (SM LAP 1, SM LAP 2)

**FINANCIAL PLANNER:** A professional who specializes in helping people with personal financial matters (NF LAP 2)

**FINANCIAL QUOTAS:** Quotas that attempt to relate sales to an organization's total expenses or profits. (SE LAP 118)

**FINANCIAL RATIO:** The comparison of two numbers from a business's financial statement; used as a tool by businesses to see relationships between dollars, numbers, and percentages. (FI LAP 4)

**FINANCIAL RECORD:** A document containing information related to the overall income and expenses of a business. (NF LAP 1)

**FINANCIAL RESOURCES:** All the sources of money available to a business or project (QS LAP 19, SM LAP 1, SM LAP 3)

**FINANCIAL SKILLS:** The ability to manage money. (PD LAP 4)

**FINANCIAL STATEMENTS:** Summaries of accounting information. (DS LAP 2, FI LAP 5, NF LAP 1)

**FINANCING:** A marketing function that determines the need for and availability of financial resources to aid in marketing activities. (BA LAP 3, CM LAP 2)

Funding a business activity or project through debt, equity, or venture capital. (FI LAP 7)

**FINANCING COSTS:** Funding a business activity or project through debt, equity, or venture capital. (EC LAP 19, SM LAP 1)

**FINISHED-PRODUCTS INVENTORY:** The producer's inventory of completed products that are ready to be marketed. (DS LAP 2, OP LAP 3)

Finished goods inventory (OP LAP 3)



**FIRE EXTINGUISHER:** A large cartridge containing substances used to put out a fire; may contain water, foam, carbon dioxide, or dry chemicals. (RM LAP 2)

**FIRST AID:** Immediate medical assistance given to an injured or ill person until professional medical help is available. (RM LAP 3)

**FIRST IMPRESSIONS:** The opinions others form about you, your personality, your abilities, and your competence through your personal appearance and actions. (PD LAP 5)

**FIRST-LINE MANAGEMENT:** Supervisors who work directly with the employees who carry out the business's routine work. (SM LAP 3)

**FISCAL POLICY:** The government policy that sets levels of government spending and taxation (EC LAP 9, EC LAP 16, NF LAP 2)

**FISCAL YEAR:** The 12-month period chosen by a business as its operating year that may or may not coincide with the calendar year. (FI LAP 3, IM LAP 3)

**FIXED ASSETS:** Items of value a business owns that are not expected to change, e.g., buildings. (FI LAP 5, NF LAP 1, SM LAP 1)

**FIXED COSTS:** Business costs that are not affected by changes in sales volume. (PI LAP 3, PI LAP 4, PI LAP 7)

**FIXED EXPENSES:** Business costs that are not affected by changes in sales volume. (FI LAP 6)

**FIXTURES:** Items that are securely attached to the interior of a building such as counters, shelving units, display cases, and racks. (RM LAP 2)

**FLAMMABLE LIQUIDS:** Oils, grease, paint, gasoline, and solvents or other liquids that catch fire easily. (RM LAP 2)

**FLAT RATE:** A newspaper advertising rate based on a fixed rate per line with no discounts offered. (PR LAP 6)

**FLEXIBILITY:** The ability to adapt to changes as they occur; adaptability. (EI LAP 13, EI LAP 16, PD LAP 4, PD LAP 15, QS LAP 6, QS LAP 7)

**FLEXIBLE POLICY:** A rule or guideline that can be easily changed or deleted. (HR LAP 25)

**FLEXTIME:** A scheduling procedure in which employees select their own working hours as long as they work the required number of hours. (EC LAP 14)

**FLIGHTING STRATEGY:** A media timing strategy that concentrates advertising during peak sales periods followed by periods of no advertising. (PR LAP 5)

**FLOOR LIMIT:** The maximum amount customers are permitted to charge on their credit cards without receiving authorization from the business. (RM LAP 4)

**FOCUS GROUP:** A group formed for the purpose of discussing a specific topic. (IM LAP 5, MN LAP 55)

**FOLLOW-UP:** The determination of a customer's satisfaction with a good or service after a sales presentation regardless of whether or not a sale was made (SE LAP 115, SE LAP 117, SE LAP 119, SE LAP 126)

**FOOD AND DRUG ADMINISTRATION:** The regulatory agency established by the federal government to enforce laws that protect consumers' health. (EC LAP 16, PP LAP 7)

**FORGIVENESS:** Excusing the mistakes or flaws of others. (QS LAP 8)

**FOR-PROFIT BUSINESS:** A business whose overall purpose is to earn a profit. (EC LAP 19)

**FORCED ANALOGY:** A synectics creative-thinking method involving the use of metaphors and similes to create connections where none currently exists (PM LAP 11)

**FORCED ASSOCIATIONS:** A creativity technique in which a connection is made between two words or objects, or a word and an object. (PD LAP 2)

A synectics creative-thinking technique involving forcing random words into associations or connections with a given issue or idea (PM LAP 11)

**FORCED QUESTIONING:** A creative thinking technique using basic question starters to develop original questions to ask (and answer) about an issue or idea; these question starters include who, what, why, where, when, how, did, will, might, would, could, should, etc. (PM LAP 11)

**FORCED RELATIONS:** A creative-thinking technique that involves connecting two items or ideas that seem completely unrelated to find new practical combinations and products (PM LAP 11)

**FORCING:** A conflict response mode in which one or both parties exhibit aggressive behavior and express a low level of cooperation. (EI LAP 7)

**FOREIGN AID:** The money that developed countries give to less-developed countries to help with their economic development. (EC LAP 4)

**FOREIGN GOODS:** Tangible objects that are manufactured or produced for resale outside the "home" country. (EC LAP 3)

**FORKLIFT:** A motorized vehicle with a large, fork-like accessory used to lift and transport heavy objects. (RM LAP 2)

**FORM UTILITY:** Usefulness created by altering or changing the form or shape of a good to make it more useful to the consumer. (EC LAP 13, OP LAP 4)

**FORMAL TRAINING:** Training that is usually conducted in the classroom that may include a variety of instructional methods. (SE LAP 123)

**FOSSIL FUELS:** Nonrenewable, carbon-based energy sources formed underground from the fossilized remains of plants and animals (EC LAP 14)

**FRAGILE:** Easily broken or damaged. (SE LAP 105)

**FRAMING:** The way in which one person presents a matter to another person. (PD LAP 10, QS LAP 2)

**FRANCHISE:** A contractual agreement between a parent company and a franchisee to distribute goods or services. (BL LAP 1, EC LAP 22)

**FRANCHISEE:** One who buys the right to sell the goods or services of the parent company (franchisor). (BL LAP 1)

**FRANCHISING:** A method of distributing recognized goods and services through a legal agreement between two parties (BL LAP 1)

**FRANCHISOR:** A parent company and owner of the name and/or system that is being distributed through a licensing arrangement. (BL LAP 1)

**FRAUD:** A deception purposely carried out to secure unfair or unlawful gain. (BA LAP 4, RM LAP 4)

**FRADULENT:** Deceitful; dishonest (EC LAP 21)

**FRAYED:** Ragged or worn. (RM LAP 2)

**FREE AGENCY:** In professional sports, an athlete's ability to renegotiate his/her contract with his/her existing team or with another team. (BA LAP 10)

**FREE ASSOCIATION:** a creative-thinking technique that involves reacting to random words or pictures to generate a flow of ideas; each idea is used to trigger others; the process is repeated until connections are made with a given issue or situation (PM LAP 11)

**FREE ENTERPRISE:** An economic system in which individuals and groups, rather than the government, own or control the means of production—the human and natural resources and capital goods used to produce goods and services; also known as private enterprise. (EC LAP 3)

**FREE GOODS:** Items that can be obtained without money. (EC LAP 6)

**FREE-STANDING APPAREL RACKS:** Display fixtures that are not attached to a wall. (RM LAP 2)

**FREQUENCY:** A quantitative measure of the average number of times a target consumer is exposed to an advertising message. (PR LAP 5)

**FREQUENCY DISCOUNTS:** Rate reductions offered to advertisers for placing a minimum number of ads within a specified period of time. (PR LAP 6)

**FRINGE BENEFITS:** Non-monetary payments that workers receive in addition to wages; e.g., employee discounts. (HR LAP 19)

**FROM LINE:** The location within an e-mail that indicates who sent the message. (PR LAP 14)

**FRONT-END:** The area of a business that customers come into direct contact with. (PM LAP 1)

**FRUSTRATIONS:** Things that are annoying or keep people from doing what they want to do. (HR LAP 4)

**FULL-SERVICE E-MAIL MARKETING FIRM:** A business that oversees all aspects of executing targeted e-mails, including identifying a businesses e-marketing goals, suggesting appropriate target markets, setting up the in-house list, creating all content, executing the mailings, and tracking the results. (PR LAP 14)

**FULL WARRANTY:** A warranty that covers the entire product. (PM LAP 4)

**FUNCTION:** A group of activities that are similar in purpose. (MK LAP 1)

**FUNCTION-BASED DISCOUNT:** A discount that is based on the marketing functions performed by the buyer for the seller. (PU LAP 3)

**FUNCTIONAL CONFLICT:** A disagreement that is tangible or concrete; often occurs when two parties share a common goal; but approach the process in a different manner. (EI LAP 7)

**FUNCTIONAL DISCOUNT:** A trade discount. (PU LAP 3)

**FUNCTIONAL STRUCTURE:** An organizational design in which the firm is broken into traditional departments, each with its own set of responsibilities and activities (EC LAP 23)

**FUNDING:** Money available to a business from one or more sources. (SM LAP 1)

## G

**GATEFOLD:** A magazine advertisement on double or triple pages that fold out. (PR LAP 6)

**GENDER:** Sex, i.e., male or female. (HR LAP 24, IM LAP 9)

**GENERAL AGREEMENT ON TARIFFS AND TRADE (GATT):** An agreement among many nations to encourage economic cooperation and liberalization of international trade. (EC LAP 4)

**GENERAL APTITUDE TEST BATTERY:** A group of tests designed to measure an individual's aptitude in different areas. (HR LAP 2)

**GENERAL PARTNERSHIP:** A type of partnership agreement in which all partners are liable for a business's losses; also known as ordinary partnership. (BL LAP 1, BL LAP 2)

**GENERATION X:** A term used to refer to individuals who were born between the years 1965 and 1980; also known as Gen X (EC LAP 14)

**GENERATION Y:** A term used to refer to individuals who were born between the years 1981 and 1995; also known as the Millennials (EC LAP 14)

**GENERIC ITEM:** An unbranded product that is plainly packaged, has lower or standard quality, is sold at a lower price than a branded product, and receives little or no promotion. (PM LAP 6)

**GEOGRAPHIC ORIGIN:** The part of the world and the type of area from which a person has come. (HR LAP 24)

**GEOGRAPHIC SEGMENTATION:** The division of a market on the basis of where consumers are located. (IM LAP 9, PI LAP 7)

**GESTURE:** A movement of the body or limbs that expresses or emphasizes an idea, sentiment, or attitude. (HR LAP 20, SE LAP 101, QS LAP 9, QS LAP 25)

**GIVE-AND-TAKE:** A negotiating technique that involves giving another party something s/he wants and receiving something desired, in return; also called bargaining or compromise. (EI LAP 8)

**GLOBAL/INTERNATIONAL MARKET:** Consumers and potential consumers who are all around the world. (MN LAP 55)

**GLOBAL NAVIGATION:** A system for making certain pages are always accessible to visitors by including the same links on every single page within a site. (PR LAP 15)

**GLOBAL NAVIGATION BAR:** A clickable, rectangular icon that identifies the pages which visitors can access on the site. (PR LAP 15)

**GLOBALIZATION:** The rapid and unimpeded flow of capital, labor, and ideas across national borders. (EC LAP 4, EC LAP 22, EI LAP 11, HR LAP 35)

**GOAL(S):** An objective or want that you plan to fulfill; a statement that clearly describes a task to be accomplished. (EI LAP 13, HR LAP 11, IM LAP 7, MK LAP 2, MP LAP 1, MP LAP 2, QS LAP 11, QS LAP 12, QS LAP 18, QS LAP 22)

Objectives. (SM LAP 3)

**GOALS:** Things that businesses want to attain; objectives. (MK LAP 3)

Statements that you make, telling yourself what you want to achieve. (OP LAP 1, PD LAP 14, QS LAP 21)

Objectives or wants that you plan to fulfill. (EI LAP 10, EC LAP 19, PD LAP 16)

**GOAL SETTING:** The ability to visualize, set, and focus on achieving business objectives. (EC LAP 18, PD LAP 16)

**GOAL-SETTING THEORY:** A process theory of motivation that is based on the belief that individuals have desires that lead to intentions and goals, which in turn, direct and result in behavior. (MN LAP 47)

**GOOD COP/BAD COP:** A negotiating strategy involving at least two people on one side of the negotiation; of the two, one is reasonable and agrees with the opposing party, while the other is unreasonable and disagrees with the opposing party. (EI LAP 8, QS LAP 3)

**GOOD SAMARITAN LAW:** A law passed in some states to protect individuals from liability when they administer accepted first aid to injured persons. (RM LAP 3)

**GOOD(S):** Tangible objects that can be manufactured or produced for resale. (CM LAP 1, EC LAP 1, EC LAP 6, EC LAP 10, EC LAP 13, OP LAP 4, PM LAP 3, PM LAP 15, PM LAP 17, PR LAP 2, SE LAP 117)

Tangible objects and materials. (MK LAP 4, OP LAP 2)

**GOODWILL:** Positive feelings toward a business; an advantage that a business acquires beyond the value of its products or services. (HR LAP 23, PR LAP 19, SE LAP 115)

**GOVERNMENT:** A country's arrangement for making and enforcing laws. (EC LAP 17)

**GOVERNMENT PURCHASES OF GOODS AND SERVICES:** A factor used in calculating GDP that includes all purchases made by the government and the wages of all government workers. (EC LAP 1)

**GOVERNMENTAL CHANGES:** New or revised laws, regulations, policies, public services, leadership, etc. (HR LAP 8)

**GRADES:** Ratings assigned to products that tell to what extent standards were met. (PM LAP 8)

**GRAND-SCALE GOAL:** A big, long-term goal. (PD LAP 16)

**GRAPEVINE:** An oral communication method in which information is passed around the company but not formally announced or verified. (MN LAP 54, QS LAP 25)

**GRAPH:** A drawing that shows numerical information to indicate relationships or trends. (EC LAP 19, PI LAP 4)

**GRAPHIC DESIGN SOFTWARE:** Programs that instruct computers on how to create text, graphics, layouts, backgrounds, and other design components. (PD LAP 3)

**GREETING (WELCOME) APPROACH:** A warm, friendly greeting that makes the customer feel welcome and important. (SE LAP 101)

**GRIEVANCE:** A dissatisfaction expressed through an identified, formal process. (MN LAP 45, MN LAP 55)

**GRIEVANCE PROCEDURES:** A formal method of settling disagreements between workers and employers (EC LAP 5)

**GROSS DOMESTIC PRODUCT (GDP):** The final market value of the total output of all goods and services produced within a country's geographic boundaries during a year's time. (EC LAP 1, EC LAP 4, EC LAP 9, EC LAP 18)

**GROSS DOMESTIC PRODUCT PER CAPITA:** The average productivity of individual workers calculated by dividing the gross domestic product by the worker hours required to produce it. (EC LAP 18)

**GROSS PRIVATE DOMESTIC INVESTMENT:** A factor used to calculate GDP that includes the value of all capital goods created in the economy during the year and inventories held by business firms from current year's production. (EC LAP 1)

**GROSS PROFIT:** Money left after the cost-of-goods expense is subtracted from total income. (EC LAP 2, FI LAP 4, MK LAP 1)

**GROSS RATING POINTS (GRPs):** The percentage of people reached by a media vehicle multiplied by the frequency of exposure to the advertisement. (PR LAP 6)

**GROUND BREAKING:** The beginning of a building project at which a symbolic shovel of earth is dug by those who have initiated the project or are responsible for it. (PR LAP 8)

**GROUND RULES:** Basic rules for operating a group discussion. (QS LAP 29)

**GROUP:** People working individually under the guidance of an assigned leader to achieve pre-established goals (QS LAP 18, QS LAP 29)

**GROUP SALES:** In sports, the marketing of seats and ticket packages to social organizations (PD LAP 6)

**GROUP TRAINING:** Training presented to small or large groups; usually used for explaining theory or reasons for specific operations (MN LAP 42)

**GROWTH NEEDS:** Desires that compel persons to make creative or productive efforts for themselves (MN LAP 47)

**GROWTH STAGE:** The product life cycle stage in which sales rise rapidly (PI LAP 3, PM LAP 17, PR LAP 1)

**GROWTH STRATEGY:** A marketing strategy intended to increase market share of sales (MP LAP 1)

**GUARANTEE:** A promise made to the consumer that a product's purchase price will be refunded if the product is not satisfactory; often called a money-back guarantee (EC LAP 3, OP LAP 2, PP LAP 4, PP LAP 7, SE LAP 115)

The fee a licensee pays up front in order to use trademarked property. (PM LAP 12, PM LAP 14)

A promise made by the seller to the customer that the seller will refund the customer's purchase price if the product does not perform as expected (PM LAP 4)

**GUARANTEED CIRCULATION:** A conservative estimate of a magazine's delivered circulation. (PR LAP 6)

**GUIDELINE(S):** A general boundary line for judging accuracy. (QS LAP 22)

Recommended procedures to follow. (QS LAP 18)



---

## H

---

**HABITS:** Patterns of behavior. (HR LAP 4)

**HALF-TRUTHS:** Statements that are partly true but leave out some facts. (HR LAP 19)

**HALLMARK SPORT EVENTS:** Popular championships or tournaments that take place only at certain times, such as once a year or once every four years (e.g., the NCAA Final Four or the World Cup). (PD LAP 6)

**HAND TRUCK:** A two-wheeled upright cart used to transport goods; pushed by handles. (RM LAP 2)

**HARASSMENT:** Any kind of unwelcomed behavior that is carried out for the purpose of annoying or intimidating another person. (HR LAP 24, MN LAP 55)

**HARD NEWS:** Information that should be announced right away because the public will want to know about it immediately. (PR LAP 10)

**HARDWARE:** The physical components of a computer system (e.g., the central processing unit, hard drive, modem). (BA LAP 3, RM LAP 4)

**HARMONY:** Accord; agreement. (HR LAP 19)

**HARVESTERS:** Computer programs designed to collect e-mail addresses from web sites and discussion groups. (BA LAP 4)

**HAWTHORNE EFFECT:** Results of a research study of employee productivity at Western Electric in Hawthorne, Illinois, 1927-1932, which indicated that changes, no matter how small, increase employee morale and productivity. (MN LAP 40)

**HEADLINE:** Text set in large type and usually positioned at the top of an advertisement. (PR LAP 7, PR LAP 9)

The title of a news release or news article. (PR LAP 10)

**HERNIA:** An injury in which part or all of a body organ breaks through surrounding tissue and protrudes; a rupture. (RM LAP 3)

**HERZBERG'S TWO-FACTOR THEORY:** A content theory of motivation in which human needs are classified into hygiene factors and motivation factors. (MN LAP 47)

**HETEROSEXUAL:** An individual whose sexual preference is directed toward members of the opposite sex. (HR LAP 24)

**HIDDEN BENEFIT:** Advantage of product not recognizable unless pointed out by salesperson. (SE LAP 113)

**HIDDEN COMPLAINT:** The concealment of the true complaint with a secondary, but believable, reason for the dissatisfaction. (HR LAP 23)

**HIDDEN OBJECTION:** A real objection the customer does not want brought out in the open. (SE LAP 100)

**HIERARCHICAL FORMAT:** A system for ordering web-site information around a home page. (PR LAP 15)

**HISPANIC:** Individual whose ethnic heritage is Spanish. (HR LAP 24, MN LAP 55)

**HOLDING COST:** The money it takes to keep inventory in stock (OP LAP 3)

**HOME-BASED BUSINESS:** A company that is operated in a residential dwelling. (PD LAP 4)

**HOMOGENEOUS WORKFORCE:** A workforce in which workers have many similarities; the opposite of a diverse workforce. (MN LAP 55)

**HOMOSEXUAL:** An individual whose sexual preference is directed toward members of the same sex. (HR LAP 24)

**HONEST:** Truthful. (HR LAP 19, QS LAP 10)

**HONESTY:** Truthfulness. (EI LAP 9, HR LAP 19, PD LAP 7, QS LAP 8)

**HORIZONTAL CONFLICT:** A type of channel conflict that occurs between channel members at the same level (e.g., two retailers). (CM LAP 2)

**HORSEPLAY:** Behavior such as running, jumping, wrestling, or showing off. (RM LAP 2)

**HOSPITALITY:** In event marketing, an activity that involves welcoming special guests and arranging for travel, accommodations, meals, and entertainment. (PD LAP 6)

**HOSTING:** Storing web pages on a server for a monthly fee. (BA LAP 3)

**HOSTING SERVICE DISTRIBUTION METHOD:** A technique in which a business pays a fee to a service provider (e.g., Internet Service Provider) for sending the business's e-mails to recipients. (PR LAP 14)

**HOT-STOVE RULE:** General guidelines for administering remedial action that compare the administration of discipline to touching a hot stove. (MN LAP 53)

**HOUSEHOLD:** A person or persons, related or unrelated, living in the same housing unit. (SE LAP 117)

**HOUSEHOLD SECTOR:** A segment of the economy that does not include government or business; those making purchases for personal consumption (EC LAP 1)

**HTML:** Hypertext Markup Language; the language for encoding documents used by the World Wide Web. (BA LAP 4, BA LAP 5, PD LAP 2, PR LAP 13, PR LAP 14)

**HTML CODE:** Hypertext Markup Language, or markup code, that instructs a computer program (e.g., web browser or e-mail client) as to how to display words and images. (PM LAP 9, PR LAP 15)

**HUMAN BILLBOARDS:** Individuals who have been hired to wear tattoos (either temporary or permanent) that advertise specific companies or products. (PR LAP 3)

**HUMAN CAPITAL:** The sum of a person's or a group's knowledge, skills, health, and values; the intangible human talent that is brought to a task. (EI LAP 16, QS LAP 27)

**HUMAN DIRECTIONALS:** Individuals wearing or holding signs to advertise a business or product. (PR LAP 3)

**HUMAN RELATIONS:** The ways that people form and conduct relationships with one another. (EI LAP 5)

**HUMAN RESOURCES:** People who work to produce goods and services. (EC LAP 6, EC LAP 7, EC LAP 13, EC LAP 14, EC LAP 15, EC LAP 17, EC LAP 19, EC LAP 22, HR LAP 35, OP LAP 4, SE LAP 117, SM LAP 1, SM LAP 3)

People who work to complete a project. (QS LAP 19)

**HUMAN RESOURCE MANAGEMENT:** The process of planning, staffing, leading, and organizing the employees of the business. (EC LAP 19, HR LAP 35)

A career area in which employees focus on the staffing activities that involve planning, recruitment, selection, orientation, training, performance appraisal, compensation, and safety of employees. (PD LAP 15)

**HUMAN RISKS:** Chances of loss caused by human weaknesses and unpredictability. (BA LAP 2, EC LAP 3)

**HUMAN-SERVICES PROGRAMS:** **Benefits such as free health care, education, and welfare that are provided by a government to its citizens (EC LAP 17)**

**HUMILITY:** A lack of pride. (QS LAP 7, QS LAP 8)

**HYBRID:** A form of business ownership that combines elements of corporations and either sole proprietorships or partnerships. (BL LAP 1, BL LAP 2)

**HYGIENE:** The habits and practices of cleanliness and care you perform regularly to take care of yourself and your body. (PD LAP 5)

**HYGIENE FACTORS:** Needs to avoid pain in the workplace. (MN LAP 47)

**HYPERLINK:** A component of an electronic document that can be clicked on in order to jump to another place within the document or into a different document. (PR LAP 13, PR LAP 14)

**HYPOTHESIS:** A statement of the expected outcomes of a research project (IM LAP 5)

---

**IDEA:** A formulated thought resulting from a representation of a concept within the mind. (PM LAP 11, QS LAP 11, QS LAP 12)

**IDEA GENERATION:** The process of thinking up or creating new plans, schemes, thoughts; used in creating new products and modifying existing products. (PM LAP 17)

The conscious or unconscious process of thought formulation. (PM LAP 11)

**IDEAL MARKET EXPOSURE:** Ensuring that a product is available to the target market without overexposing the product. (CM LAP 2)

**IDEATION:** the process of generating and developing new ideas (PM LAP 11)

**IDENTIFICATION:** Element of an advertisement that identifies the product or the advertiser and may include additional information about the business. (PR LAP 7)

**IGNORANCE:** Lack of knowledge or information. (EI LAP 11)

**IGNORING:** A conflict response mode in which one or both parties exhibit passive behavior and express a low level of cooperation; also called withdrawal. (EI LAP 7)

**ILLEGAL:** Prohibited by law (EC LAP 21)

**ILLUSTRATION:** A photograph, drawing, painting, or graphic such as a chart, table, or graph. (PR LAP 7, PR LAP 9)

**IMAGE:** The way something is viewed. (BA LAP 8, HR LAP 4, IM LAP 7, MK LAP 1, PM LAP 13, PR LAP 2)

**IMMIGRANT:** Anyone who was born in one country and emigrated to another country to live. (MN LAP 55)

**IMMIGRATION:** An influx of new residents whose origin was another country. (IM LAP 9)

**IMPACT:** The impression an advertisement will make on the average consumer in the target audience. (PR LAP 5)

**IMPAIRMENT:** Damage that causes functional problems. (HR LAP 24)

**IMPATIENT CUSTOMERS:** Customers who feel they must be helped immediately, regardless of the circumstances. (EI LAP 1)

**IMPERSONAL:** Lack of personal connection or concern. (SE LAP 105)

**IMPLEMENT:** To do or to take action. (QS LAP 23)

**IMPLEMENTATION:** The process of doing or taking action. (MN LAP 50)

**IMPLIED WARRANTY:** An unwritten warranty understood by the customer and the seller that the product will perform as expected. (PM LAP 4)

**IMPORTING:** The process of buying goods and services from other nations. (EC LAP 4)

**IMPORTS:** Goods or services purchased from other countries. (EC LAP 4)

**IMPOSE:** To take advantage of another person. (HR LAP 4)

**IMPULSE ITEM:** Any item purchased as a result of an on-the-spot decision to buy. (EC LAP 10)

**IMPULSIVE PERSONALITY:** A basic type of customer personality characterized by the customer's asking few questions, buying to meet inner needs and wants, selecting items quickly, shopping leisurely, and/or wanting purchases to be noticed. (SE LAP 112)

**IN-BASKET SIMULATIONS:** An instructional method in which trainees are given a number of hypothetical, but true-to-life, problems that they are asked to solve during the fixed time of the simulation. (MN LAP 50)

**INBOX:** The location in an e-mail program where all new mail is received. (PR LAP 13)

**INCENTIVE:** Something that will fulfill a customer's specific desire or need. (CR LAP 1, PR LAP 18)

A reward that motivates a channel member to achieve a specific goal. (CM LAP 2)

**INCENTIVES:** A function of relative prices that encourages producers to change and reallocate their resources; motivators. (EC LAP 12)

**INCOME:** The money received by resource owners and by producers for supplying goods and services to consumers. (EC LAP 2, EC LAP 19, FI LAP 3, FI LAP 4)

Money received by a business or an individual from outside sources. (FI LAP 5)

**INCOME STATEMENT:** A financial summary that shows how much money the business has made or has lost over a period of time; also called the profit-and-loss statement. (SM LAP 1, SM LAP 2)

**INCOME:** The money received by resource owners and by producers for supplying goods and services to consumers. (EC LAP 2, EC LAP 6, FI LAP 3, IM LAP 7, MP LAP 2)

Money received by a business or an individual from outside sources. (FI LAP 5, OP LAP 5)

**INCOME FROM SALES:** Money that comes into the business from the sale of goods or services. (EC LAP 2)

**INCOME STATEMENT:** A financial summary that shows how much money the business has made or has lost over a period of time; also called the profit-and-loss statement. (FI LAP 4, PI LAP 4, PI LAP 5)

**INCUBATION:** A time when a concept or idea is set aside. (PD LAP 2)

**INDECISIVE CUSTOMERS:** Customers who frequently have great difficulty in making a choice or a buying decision. (EI LAP 1, EI LAP 12)

**INDEPENDENCE:** The ability to think and act on your own and complete tasks without the direction of others. (EI LAP 2, PD LAP 4)

**INDEPENDENT INSURANCE AGENTS OF AMERICA:** An organization whose members are agencies that sell fire, casualty, and surety insurance. Address: 127 South Peyton, Alexandria, VA 22314. (CD LAP 1)

**INDEPENDENT UNION:** A union that does not belong to a federation (EC LAP 5)

**INDIFFERENCE:** Lack of interest. (HR LAP 20)

**INDIFFERENT:** Lacking interest or concern. (HR LAP 11)

**INDIRECT CHANNEL OF DISTRIBUTION:** A channel of distribution in which goods and services move from the producer to channel members then to consumers or users. (DS LAP 1)

**INDIRECT COMPETITION:** Rivalry between or among businesses that offer dissimilar goods or services. (EC LAP 8)

**INDIRECT DISTRIBUTION:** A channel of distribution in which goods and services move from the producer to the channel members and then to consumers or industrial users. (CM LAP 1, CM LAP 2)

**INDIVIDUAL BRAND:** A category of brands in which different brands are used for products owned by own company. (PM LAP 6)

**INDIVIDUALISM:** An emphasis on independent work and accomplishments. (EI LAP 11)

**INDUSTRIAL DISTRIBUTOR:** A channel member that buys industrial goods and sells them to industrial users. (CM LAP 1)

**INDUSTRIAL GOODS:** Tangible items that will be consumed by industrial users. (CM LAP 1, EC LAP 17, OP LAP 4)

**INDUSTRIAL GOODS AND SERVICES:** Products purchased by producers for resale, to make other goods and services, and/or to use in business operations. (EC LAP 10)

**INDUSTRIAL MARKET:** A customer or potential customer who purchases items for use in the operation of a business, for resale, or for making other goods. (IM LAP 9)

**INDUSTRIAL UNION:** A union made up of workers in the same industry (EC LAP 5)

**INDUSTRIAL USER:** A business that buys materials, services, or goods which will be used to make other goods or which will be used in the operation of the company. (CM LAP 1, CM LAP 2)

**INDUSTRIOUSNESS:** Willingness to work hard. (EI LAP 2, EI LAP 9)

**INDUSTRY FORECASTS:** Predictions of the future prospects for entire industries such as housing or retailing. (IM LAP 3)

**INDUSTRY TREND:** The direction in which a particular industry is moving, e.g., sales in a particular industry may be increasing or decreasing. (FI LAP 6, IM LAP 3)

**INEFFECTIVE HUMAN RELATIONS:** Unsuccessful interactions with others; the inability to get along. (HR LAP 1)

**INELASTIC DEMAND:** A form of demand in which changes in price do not affect demand. (EC LAP 11, PI LAP 3)

A market situation in which price changes have little to no impact on product sales. (PI LAP 7)

**INFERIOR ATTITUDE:** Outlook of people who believe that they are less worthy than the people around them; they lack self-respect but tend to think highly of others. (HR LAP 9)

**INFLATION:** A rapid rise in prices that may occur when demand exceeds supply or when productivity declines and costs of labor go up (EC LAP 1, EC LAP 4, EC LAP 9, EC LAP 18, IM LAP 3, NF LAP 2)

**INFLECTION:** Change in the pitch of the voice while speaking; used to emphasize certain words or phrases. (HR LAP 20, SE LAP 120)

**INFOMERCIAL:** Lengthy commercial that look likes a television program. (PM LAP 3, PM LAP 13)

**INFORM:** To expand an audience's knowledge or give them a new skill; a purpose of oral presentation. (QS LAP 9)

**INFORMAL TRAINING:** Training conducted on-the-job or in the field usually by experienced salespersons or sales managers. (SE LAP 123)

**INFORMATION:** Knowledge, facts, or data presented in a useful form (EC LAP 13, IM LAP 2, NF LAP 2, NF LAP 3, SM LAP 3)

**INFORMATION DEVELOPMENT:** A career that involves the creation of the subject matter found on the WWW. (PD LAP 3)

**INFORMATION-GATHERING PROBE:** A technique for probing in which the salesperson's objective is to find out information about customers that will be helpful in satisfying customer needs. (SE LAP 120)

**INFORMATION MANAGEMENT:** The process of accessing, processing, maintaining, evaluating, and disseminating knowledge, facts, or data for the purpose of assisting business decision making. (EC LAP 19, NF LAP 3)

**INFORMATION OVERLOAD:** Communication that is too much and/or comes too fast to process at one time. (IM LAP 11, NF LAP 2, NF LAP 3, QS LAP 25)

**INFORMATION REPORTING:** Moving information through the appropriate channels or making information accessible to those who need it. (IM LAP 2)

**INFORMED PERSONALITY:** A basic type of customer personality characterized by the customer's displaying confidence in choices, spending for quality, being a trendsetter, and/or wanting the best. (SE LAP 112)

**INFRASTRUCTURE:** The basic roadways, utilities, and other services (police, fire, etc.) that create a foundation for a society (EC LAP 22)

**INFRASTRUCTURE DEVELOPMENT:** A career that involves the creation of the components that provide support for the Internet and its applications. (PD LAP 3)

**IN-GAME PROMOTIONS:** In sport marketing, a team or organization's attempt to communicate with and entertain fans during the course of play. (PD LAP 6)

**INHIBITIONS:** Feelings that hold you back from doing something. (QS LAP 5)

**IN-HOUSE DISTRIBUTION METHOD:** A technique in which the business is responsible for all activities relating to the creation and transfer of e-mail messages from the business to the recipients. (PR LAP 14)

**IN-HOUSE LIST:** An organized collection of information about individuals who have expressed a desire to receive e-mails from a business. (PR LAP 14)

**INITIAL CONTACT:** The approach. (SE LAP 126)

**INITIAL SALES TRAINING:** Sales training developed for new recruits that is intended to influence their knowledge, skills, and attitudes. (SE LAP 123)

**INITIATIVE:** Willingness to act without having to be told to do so; willingness to accept/seek additional or unpleasant duties; exceeding employer's expectations. (EI LAP 2, EI LAP 9, MN LAP 40)

**INJUNCTION:** A court order forbidding someone from carrying out an act, e.g., an injunction against picketing (BA LAP 10, EC LAP 5)

**INJURY:** Physical harm or damage. (RM LAP 3)

**INNOVATION:** Something new, such as a new product, strategy, or process (EC LAP 9, EC LAP 23, QS LAP 6)

The creation of new, unique products. (PD LAP 4)

**INNOVATIVE:** Able to come up with something new. (EI LAP 10)

**INPUT(S) :** Contribution of information; resources. (OP LAP 3, QS LAP 11, QS LAP 12)

**INPUTS:** The specific economic resources used in producing goods and services. (EC LAP 18, OP LAP 4)

**INQUIRY:** Asking a database to retrieve information in the sequence you desire. (EC LAP 19)

**INQUIRY, THE:** Method of answering objections in which the salesperson asks questions of customers to enable customers to answer their own objections; also called question method. (SE LAP 100)

**INSERTS:** High-quality newspaper advertisements printed on higher quality paper and inserted into the newspaper. (PR LAP 6)

**INSIGHT:** The "Aha!" moment when an answer comes to you. (QS LAP 5)

**INSTALLATIONS:** Industrial goods that are used to produce other goods and services. (EC LAP 10)

**INSTALLMENT CREDIT ACCOUNT:** A type of credit account set up to handle one total amount of credit that is to be paid off in regular installments. (FI LAP 2)

**INSTITUTIONAL PROMOTION:** A type of promotion that aims to create a certain image in the eyes of consumers; also known as corporate promotion. (PR LAP 4)

**INSULTING CUSTOMERS:** Customers who intentionally make unpleasant remarks or use foul language. (EI LAP 1)



**INSURANCE:** A contractual agreement in which one company (insurer) will pay for specified losses incurred by the other company (insured) in return for installment payments (premium). (BA LAP 2, EC LAP 3, PD LAP 15)

**INSURANCE PREMIUM:** A fee paid to an insurance company for providing insurance protection. (PP LAP 7)

**INTANGIBLE:** Not capable of being detected through the senses. (CD LAP 2, EC LAP 13, OP LAP 4, PM LAP 15, SE LAP 117)

**INTEGRITY:** Adhering to an established set of personal ethics and sound moral principles. (EC LAP 21, EI LAP 9, EI LAP 16, HR LAP 19, QS LAP 7, QS LAP 8, QS LAP 27)

**INTELLECTUAL PROPERTY:** Intangible business assets resulting from thinking processes. (NF LAP 1)

**INTELLIGENCE:** The ability to know or learn. (QS LAP 5)

**INTELLIGENCE QUOTIENT:** A number used to express the cognitive intelligence of a person based on a standardized test; also called IQ. (EI LAP 6, QS LAP 14)

**INTENSIVE DISTRIBUTION:** A distribution pattern in which a producer sells a product through every available wholesaler and retailer in a geographic area where consumers might look for it. (CM LAP 2)

**INTENSIVE MEDIA COVERAGE:** An advertising strategy based on reaching a small audience often. (PR LAP 5)

**INTENT, INTENTION:** The purpose one has in mind. (QS LAP 22)

**INTERDEPENDENCY:** Persons relying on each other in order to accomplish something. (EC LAP 7)

**INTERDEPENDENT:** Influencing or relying upon one another. (EC LAP 17, EI LAP 2, EI LAP 5, EI LAP 9)

**INTEREST:** The reward or cost of lending or borrowing money, usually figured as a percentage of the amount. (EC LAP 19)

Money payments for the use of borrowed money. (EC LAP 14, FI LAP 6)

The fee which lenders charge borrowers for the use of credit. (FI LAP 2)

**INTEREST RATE:** The percentage figure used in calculating interest charges. (FI LAP 2)

**INTERESTS:** The things that a person is curious about, concerned for, or involved with. (HR LAP 2, HR LAP 20, IM LAP 9)

A person's needs or wants. (EI LAP 8, QS LAP 3)

**INTERMEDIARIES:** Channel members operating between the producer and the consumer or industrial user to help in the movement of goods and services. (CM LAP 1, CM LAP 2, DS LAP 1, MN LAP 43, PM LAP 6, PR LAP 1, PR LAP 2, SE LAP 117)

**INTERMEDIATE FORECAST:** A sales forecast for a period of five years or less. (IM LAP 3)

**INTERMEDIATE PRODUCTS:** Items that are part of other finished products. (EC LAP 1)

**INTERMITTENT PRODUCTION PROCESS:** A production process in which production periodically stops and then restarts. (OP LAP 4)

**INTERNAL BRANDING:** The process of building a business's corporate brand among its employees; educating employees so that they understand and embrace the values, personality, and promise of their corporate brand.  
(PM LAP 10)

**INTERNAL CONFLICT:** Conflicting thoughts or ideas within yourself. (EI LAP 7)

**INTERNAL CUSTOMERS:** The people (i.e., employees) who work cooperatively together to achieve business goals. (CR LAP 1, PM LAP 1)

**INTERNAL DATA:** Facts and figures located inside the company (IM LAP 2, IM LAP 5)

**INTERNAL DISTRACTION:** A concern or worry on the part of the listener that takes away from his/her ability to attend to the speaker's message, such as hunger or thirst, a personal problem, or poor health.  
(QS LAP 1)

**INTERNAL ENVIRONMENT:** A business's internal, controllable surroundings; consists of elements such as finances, personnel, research and development, production, and marketing (NF LAP 2)

**INTERNAL FACTORS:** Forces operating inside a business that affect its chances for success.  
(SE LAP 121)

**INTERNAL FEEDBACK:** Evaluative information that comes from within yourself.  
(EI LAP 15, QS LAP 20)

**INTERNAL INFORMATION:** Information located inside the company. (BA LAP 2)

**INTERNAL MOTIVATION:** Wanting to achieve something for your own satisfaction. (QS LAP 5)

**INTERNAL REVENUE SERVICE (IRS):** A United States federal agency that collects taxes and enforces tax law (BL LAP 2)

**INTERNAL REWARDS:** Forces within people that motivate them to perform well, e.g., pride, satisfaction, etc. (HR LAP 36)

**INTERNAL SOURCES:** Contacts within the school, organization, or club. (QS LAP 19)

**INTERNAL TRAINING:** Training provided by management or the company's training staff; usually conducted within the firm. (MN LAP 42)

**INTERNATIONAL ASSOCIATION OF AMUSEMENT PARKS AND ATTRACTIONS:** An organization whose membership is composed of operators of amusement parks, tourist attractions, swimming pools and beaches, and manufacturers of outdoor amusement equipment. Address: 1448 Duke Street, Alexandria, VA 22314. (CD LAP 1)

**INTERNATIONAL TRADE:** The buying and selling of goods and services between nations. (EC LAP 4)

**INTERNET:** A worldwide network of computers that enables users to access information and communicate with others. (BA LAP 2, BA LAP 3, PR LAP 6)

**INTERNET BROWSER:** Software used to access and display web pages. (BA LAP 3)

**INTERNET CORPORATION FOR ASSIGNED NAMES AND NUMBERS (ICANN):** An agency established by the federal government to manage how domain names are distributed. (BA LAP 5)

**INTERNET CREDIT-CARD FRAUD:** A deception carried out to secure unfair or unlawful gain by individuals using stolen credit-card information. (BA LAP 4)

**INTERNET FRAUD COMPLAINT CENTER:** A U.S. government agency responsible for fighting Internet fraud. (BA LAP 4, BA LAP 5)

**INTERNET SERVICE PROVIDER:** A company that provides access to the Internet, usually for a fee (e.g., America Online). (PR LAP 13, PR LAP 14)

**INTERNET TAX FREEDOM ACT:** A law that prohibits any new Internet taxes. (BA LAP 5)

**INTERNET-USE POLICIES:** General rules that outline the proper use of the Internet at work. (BA LAP 5)

**INTERNET USE TAX:** Money paid by the buyer to the state based on a percentage of the sale price. (BA LAP 4)

**INTERNSHIP:** Training in which schools and businesses cooperate to provide on-the-job practice for learners; learners receive classroom instruction and on-the-job experience. (MN LAP 42, PD LAP 3, PD LAP 6)

**INTERPERSONAL RELATIONSHIPS:** Interactions between individuals. (EI LAP 14, MN LAP 55)

**INTERPERSONAL SKILLS:** The ability to communicate, interact, and build relationships with others. (SM LAP 3)

**INTERPRET:** To explain. (HR LAP 25, QS LAP 18, QS LAP 24)

**INTERPRETIVE QUESTION:** A type of question asked to check for understanding when the salesperson summarizes the customer's ideas in his/her own words. (SE LAP 114)

**INTERRELATED:** Having an effect on or depending upon one another. (FI LAP 3, NF LAP 2)

**INTERSTATE TRANSPORTATION:** Movement across one or more state boundaries. (DS LAP 1)

**INTRANET:** An internal network similar to the Internet that is accessible only by authorized personnel; used to access information and communicate with others within an organization (IM LAP 2)

**INTRASTATE TRANSPORTATION:** Movement that occurs within the boundaries of a state. (DS LAP 1)

**INTRODUCTORY STAGE:** The product life cycle stage when the product first appears in the marketplace. (PI LAP 3, PM LAP 17, PR LAP 1)

**INTUITIVE PROBLEM SOLVING:** A problem-solving method that relies on "gut" feelings and flashes of insight. (PD LAP 17, QS LAP 26)

**INVENTORY:** All the stock that a business has on hand. (DS LAP 2, DS LAP 3, DS LAP 6, EC LAP 1, MK LAP 1, OP LAP 3)

Stock of goods (EC LAP 14)

**INVENTORY CONTROL:** Tracking the amount, the kind, and the value of inventory that a business has on hand. (DS LAP 1, DS LAP 2, DS LAP 6, OP LAP 3)

**INVENTORY CONTROL SYSTEM:** The methods used to track inventory. (DS LAP 2, DS LAP 6)

**INVENTORY LEVEL:** The amount of goods on hand. (FI LAP 2, FI LAP 3, IM LAP 3)

**INVENTORY RECORDS:** Documents containing information related to the goods that a business has on hand or on order. (NF LAP 1)

**INVENTORY SHRINKAGE:** Losses of inventory due to such causes as shoplifting, employee theft, breakage, misplaced goods, or poor record keeping. (DS LAP 2, DS LAP 3, DS LAP 4, DS LAP 6, RM LAP 4)

**INVERTED PYRAMID:** A triangle turned upside down; term used to describe the way the media present facts by starting with the most important points and ending with the least important. (PR LAP 10)

**INVESTMENT:** The use of money to generate a profit or gain. (EC LAP 3)

**INVESTOR(S):** Those who invest their funds in a business; may be owners or stockholders. (EC LAP 21, FI LAP 5, FI LAP 6)

**INVESTOR CONFIDENCE:** The attitudes of investors toward risk (NF LAP 2)

**INVOICE:** The formal, printed record of a sale that includes all necessary information as to the buyer, the seller, items purchased, amounts, prices, delivery date, credit or discount terms, etc. (DS LAP 4, DS LAP 5, OP LAP 2)

**IRON CURTAIN:** A term referring to the ideological separation of East and West during the Cold War (EC LAP 22)

**IRRATIONAL:** Illogical; without clear reason. (HR LAP 8)

**IRRITABLE/MOODY CUSTOMERS:** Clients who may be pleasant one day and touchy or unpredictable the next. (EI LAP 1)

**INTERNATIONAL ORGANIZATION for STANDARDIZATION (ISO)** A non-governmental organization that develops and publishes standards for business, government, and society (OP LAP 3, OP LAP 4)

**ISO 9000:** A set of quality-management standards used by millions of organizations worldwide. (PM LAP 8)

---

## J

**JARGON:** Specialized language known only to a certain group of people. (QS LAP 25)

**JEOPARDIZE:** To risk or put in danger. (RM LAP 2)

**JOB ANALYSIS:** A systematic study of the tasks and responsibilities of a job and its place in an organization. (MN LAP 50)

**JOB DESCRIPTION:** Explanation of responsibilities and tasks associated with a specific job. (HR LAP 35, QS LAP 19)

The official statement of job duties an employee must perform. (EC LAP 19)

**JOB ENLARGEMENT:** Combining job tasks so that a worker has more responsibility for the completion of a job. (EC LAP 7)

**JOB ENRICHMENT:** Giving more meaning to a job, in order to increase employee motivation. (EC LAP 7)

**JOB-KNOWLEDGE SKILLS:** Specialized body of information or knowledge that enables supervisors and managers to do their particular jobs. (MN LAP 50)

**JOB ORIENTATION:** Job preparation or induction training in which new employees are acquainted with their surroundings, receive general information about the company and its policies, and are given specific information about their jobs. (EC LAP 18)

**JOB ROTATION:** An instructional method in which employees are rotated periodically from one job to another in order to broaden the employees' perspective of the business. (EC LAP 7, MN LAP 42, MN LAP 50)

**JOB SPECIFICATION:** Explanation of the skills, knowledge, and characteristics required for a job. (HR LAP 35)

**JOB SPECIALIZATION:** Becoming an expert in a specific work task (EC LAP 23)

**JOB TASK:** Unit of work assigned to an individual to complete a job. (EC LAP 7)

**JOINT VENTURE:** An arrangement that involves two or more businesses entering into a relationship by combining complementary resources such as technology, skills, capital, or distribution channels, for the benefit of all parties; the relationship is usually short-term or for a single project/transaction. (BL LAP 1, EC LAP 22, EI LAP 6, MP LAP 1)

**JOURNAL:** A special book or computer program in which a business's transactions are recorded in the order in which they occur. (FI LAP 5)

**JOURNEYMAN:** A skilled union member who has taken courses in an occupational area, has passed an exam, and has been licensed by the state (EC LAP 5)

**JUDGMENTAL:** Inclined to criticize or form opinions. (EI LAP 12)

**JUNIOR BOARDS:** An instructional method in which a junior board of directors of mid-level managers is formed to discuss any problem that the senior board would discuss. (MN LAP 50)

**JURISDICTION:** The authority to decide how the law applies and to enforce the law. (BA LAP 5)

**JURY OF EXECUTIVE OPINION:** A qualitative sales forecasting method that gathers opinions from company executives. (IM LAP 4)

**JUST CAUSE:** Sufficient reason, as supported by evidence, for disciplining an employee. (MN LAP 53)

**JUST-IN-TIME:** An inventory control method that orders goods just in time for them to be used or sold. (DS LAP 3)

**JUST-IN-TIME INVENTORY:** An inventory method in which goods are ordered so that they arrive when they are needed, rather than being stockpiled. (EC LAP 14)

**“JUST-LOOKING” CUSTOMER:** A type of customer who does not intend to buy at the time, but if treated courteously, often does buy. (SE LAP 114)

**JUSTICE:** The practice of treating others with integrity, giving them what they are entitled to by law and by social norms. (PD LAP 7)

**JUSTIFY:** Prove to be reasonable. (SE LAP 100)

**K.I.S.S. PRINCIPLE:** A rule used in e-mail marketing suggesting that e-mails should be short and simple.  
(PR LAP 14)

A principle for presenting information in a straightforward and simple manner (Keep It Straight and Simple).  
(QS LAP 9)

---

## L

**LABOR:** The work people do or the workers themselves. (EC LAP 18)

**LABOR CONTRACT:** An agreement between a union and a company outlining the wages, fringe benefits, and rules under which employees will work (EC LAP 5)

**LABOR-INTENSIVE PROCESS:** A production process that relies heavily on the skills of workers. (OP LAP 4)

**LABOR UNION:** A group of workers who have joined together for a common purpose to improve the terms and conditions under which employees work (EC LAP 5)

**LAISSEZ-FAIRE LEADERSHIP:** A hands-off leadership style in which the leader assumes little or no responsibility, allowing employees to determine their own work behavior and productivity level. (HR LAP 36)

**LAISSEZ-FAIRE MANAGERS:** Managers who assume little or no leadership responsibility, allowing subordinates to determine their own work behavior and productivity level. (EI LAP 5)

**LANHAM ACT:** Federal law that provides trademark protection; specifies proper procedures for registering trademarks. (BA LAP 10, PM LAP 14)

**LARGE-SCALE GOAL:** A medium-sized, long-term goal. (PD LAP 16)

**LATERAL RELATIONS:** The amount of teamwork included in an organizational design (EC LAP 23)

**LATERAL THINKING:** A process used to solve problems and generate ideas in purposely illogical ways (PM LAP 11)

**LAW OF DEMAND:** Economic principle which states that the quantity of a good or service that people will buy varies inversely with the price of the good or service. (EC LAP 11)

**LAW OF SUPPLY:** Economic principle which states that the quantity of a good or service that will be offered for sale varies in direct relation to its price. (EC LAP 11)

**LAW OF SUPPLY AND DEMAND:** Economic principle which states that the supply of a good or service will increase when demand is great and decrease when demand is low. (EC LAP 11, PI LAP 3)

**LAYAWAY:** A type of sale in which merchandise is removed from the sales floor and held by the business until the customer pays the outstanding balance. (EC LAP 13, EC LAP 19)

**LAYOUT:** The way in which the elements of an advertisement are arranged. (PR LAP 7)

**LAYOUT GRIDS:** A rectangular design template that specifies the layout of the site. (PR LAP 15)

**LEAD:** The name of an organization or individual that might be interested in a salesperson's good or service. (SE LAP 115, SE LAP 116)

The introductory sentence or paragraph in a news release or article that leads into the story. (PR LAP 10)



**LEAD CLUB:** A group composed of noncompeting salespeople who meet to exchange information about prospects. (SE LAP 116)

**LEAD TIME:** Amount of time that passes between placing an order and receiving the stock. (DS LAP 2)

The amount of time required by a medium to place an advertisement. (PR LAP 5)

**LEADER:** An individual who provides leadership to achieve goals. (QS LAP 10, QS LAP 29)

An individual who influences others to achieve goals. (HR LAP 36)

An individual with the ability to guide or direct the actions of others in a desired manner. (EI LAP 16, QS LAP 27)

A frequently purchased item priced close to cost to bring customers into a business and to give the impression that all the business's prices are low. (PI LAP 1)

**LEADERSHIP:** The ability to guide or direct the actions of others in a desired manner. (EI LAP 10, EI LAP 16, HR LAP 10, HR LAP 36, MN LAP 47)

**LEADERSHIP SKILLS:** The ability to guide or direct the actions of others. (EI LAP 2, EI LAP 9, PD LAP 4, QS LAP 18)

**LEADERSHIP STYLE:** The way or manner in which a leader goes about the task of influencing others. (HR LAP 9)

**LEADING ECONOMIC INDICATORS:** Statistical measures that signal the likely future movement of the economy; typically rise or fall three to 12 months prior to the rest of the economy (EC LAP 9)

**LEARNER-CONTROLLED INSTRUCTION:** An on-the-job instructional method in which managers or supervisors are given a competency-based contract to complete at their own pace. (MN LAP 50)

**LEARNING GOAL:** A goal involving mastery of a new skill. (PD LAP 16)

**LEASE:** A contract to use property that belongs to someone else for a specific period of time and for a specific amount of money. (EC LAP 3, EC LAP 13)

**LEASING:** Contracting to use property that belongs to someone else for a specific period of time and a specific amount of rent. (DS LAP 1)

**LEAVE-ME-ALONE CUSTOMERS:** Customers who prefer or pretend to prefer to be left alone to find what they want. (EI LAP 1)

**LECTURE/DISCUSSION:** An instructional method in which general information is explained to a group of people at one time. (MN LAP 44, SE LAP 123)

**LEDGER:** The accounting record for a specific department or area of the business. (FI LAP 5)

**LEGAL:** Acceptable under the law (EC LAP 21)

**LEGAL RECORDS:** Documents containing information relating to or concerned with the law. (NF LAP 1)

**LETTER OF INTENT:** A document communication what a person or business intends to do within (or during) a specific time frame (SM LAP 1)

**LETTERHEAD:** Business stationery imprinted with the firm's name, address, telephone number, fax number, logo, etc. (PR LAP 10)

**LEVEL OF SERVICE:** The number and types of services that a company offers its customers and the speed at which those services are performed. (DS LAP 1)

**LEVEL OF STOCK:** The amount of stock that a company keeps on hand. (DS LAP 1)

**LEVERAGE:** The amount of power one person holds during a negotiation. (EI LAP 8)

**LIABILITIES:** Debts, usually money, that the business owes. (FI LAP 5)

Responsibilities of the business, especially legal responsibilities. (PM LAP 3, SM LAP 1)

**LIABILITY INSURANCE:** A contractual agreement that provides compensation for losses that a person or business is responsible for. (EC LAP 3)

**LICENSE:** A permit to import or export goods and services. (EC LAP 4)

**LICENSE GRANT:** The section of a license agreement that specifies which rights and properties are being licensed, what types of merchandise will be produced, and the exclusivity of the license category. (PM LAP 14)

**LICENSED MERCHANDISE:** Goods that carry the name or logo of a sports organization that the organization has authorized a manufacturer to make and distribute for sale. (BA LAP 8, PM LAP 15)

**LICENSEE:** The buyer of copyrighted, patented, or trademarked material. (BL LAP 1)

A company that wants to manufacture and sell products using trademarked property. (PM LAP 12, PM LAP 14)

**LICENSING:** Issuing a government permit that allows an individual or a business to function in the marketplace. (EC LAP 16)

A business structure that requires the authorization or permission from an owner to another entity to use trademarked, copyrighted (e.g., logo, name), or patented material for a specific activity, during a specific time period, for the profit of both parties. (BL LAP 1, EC LAP 22, PM LAP 12, PM LAP 14, PM LAP 17)

**LICENSOR:** The owner of copyrighted, patented, or trademarked material. (BL LAP 1, PM LAP 12, PM LAP 14)

**LIE-DETECTOR TEST:** An exam given to job candidates to determine their likelihood of engaging in dishonest behavior at work. (BA LAP 2)

**LIEN:** A legal claim to an item of property that protects the seller if the buyer does not complete his/her payments. (FI LAP 2)

**LIFE CYCLE:** The stages through which goods and services move from the time they are introduced on the market until they are taken off the market. (SM LAP 1)

**LIFE SKILL:** Basic skill necessary to survive. (QS LAP 24)

**LIFESTYLE:** The way in which people lead their daily lives; determined by their income, interests, and activities. (HR LAP 24, IM LAP 9)

**LIMITED AUTHORITY:** A negotiating strategy in which one person claims that s/he does not have the authority to make a decision and must consult another person who is not present during the negotiation process. (EI LAP 8, QS LAP 3)

**LIMITED DECISION:** A type of decision that requires some consideration. (PD LAP 10, QS LAP 2)

**LIMITED LIABILITY:** Restricted chance of loss; a condition in which business owners risk only the amount of their investment (BL LAP 1, BL LAP 2)

**LIMITED LIABILITY COMPANY (LLC):** A hybrid form of business ownership in which members of a business experience limited liability and taxation. The business entity has a limited life span ( BL LAP 1, BL LAP 2)

**LIMITED LIABILITY PARTNERSHIP (LLP):** A hybrid form of business ownership that is generally used by business professionals for the purpose of protecting innocent partners from the malpractice of the other partners (BL LAP 1, BL LAP 2)

**LIMITED PARTNERSHIP:** A type of partnership agreement in which a partner's liability is limited to the amount of the investment (BL LAP 1, BL LAP 2)

**LIMITED WARRANTY:** A warranty that does not contain the provisions of a full warranty; may cover certain repairs or specific parts. (PM LAP 4)

**LINE AUTHORITY:** Formal, direct authority that affects a business's day-to-day operations (EC LAP 23)

**LINE OF COMMAND:** See chain of command (EC LAP 23)

**LINE TRAINERS:** Corporate personnel such as senior sales representatives, field supervisors, or sales managers who are assigned training responsibilities. (SE LAP 123)

**LIST BROKER:** A company that prepares prospect lists for a fee. (SE LAP 116)

**LIST MANAGEMENT SYSTEM:** A method used for organizing, handling, and/or supervising information about individuals who deal with a particular business. (PR LAP 13, PR LAP 14)

**LIST PRICE:** A price established by a seller of goods, services, or resources; the price at which products are offered. (PU LAP 3)

**LITERATE:** Able to read and to write. (MN LAP 55)

**LOAD TIME:** The amount of time it takes for various components of a web page to appear on a computer screen. (PD LAP 3)

**LOAN:** Money lent to individuals or businesses in exchange for the promise of repayment plus interest. (EC LAP 19, FI LAP 6)

**LOCAL UNION:** The lowest level of union organization; dues are paid to local unions (EC LAP 5)

**LOCKOUT:** A company strategy in which the business is closed temporarily, and the employees are not allowed to work (EC LAP 5)

**LOG FILES:** Files that provide information about the activities of web-site visitors. (PM LAP 9)

**LOGIC:** An objective, or neutral, way to make sense of the facts by considering some facts more important than others. (PD LAP 10, QS LAP 2, QS LAP 29)

**LOGICAL:** Using reason in an orderly way. (QS LAP 10)

**LOGISTICS:** Refers to managing the flow of goods and services from production to consumption (OP LAP 3)

**LOGO:** A distinctive symbol, design, or group of letters. (BA LAP 8, PM LAP 12, PM LAP 14)

**LOGOTYPE:** The name and/or symbol used by a business; also called signature. (PR LAP 7)

**LONG-TERM FORECAST:** A sales forecast for a period longer than five years. (IM LAP 3, IM LAP 4)

**LONG-TERM GOALS:** Objectives that will take a year or more to reach. (PD LAP 16)

**LONG-TERM LIABILITIES:** Debts that will take longer than a year to pay, e.g., a mortgage. (FI LAP 5)

**LOSE-LOSE:** A negotiation outcome in which both people do not receive what they want; often a result when using the avoidance negotiating style. (EI LAP 8)

**LOSE-WIN:** A negotiation outcome in which one person gives up or accommodates the other person with the hope of gaining something in a future negotiation; often a result when using the accommodating negotiation style. (EI LAP 8)

**LOSS PREVENTION:** A function of risk management that focuses on planning and security procedures to avoid theft or injury. (BA LAP 10)

**LOYALTY:** Faithfulness and devotion to a person or an ideal. (EI LAP 9, QS LAP 8)

---

## M

**MACROMEDIA DREAMWEAVER:** A web-development program produced by Macromedia, Inc. (PR LAP 15)

**MAGNUSON-MOSS WARRANTY ACT:** A federal law passed in 1975 to set guidelines for warranties, require them to be easy for consumers to understand, and to require businesses to make it as easy as possible for consumers to use the warranties. (PM LAP 4, PP LAP 7)

**MAJORITY RULE:** A decision-making method in which a group's majority makes the decision. (EI LAP 19, QS LAP 17)

**MAIL INTERVIEW:** Surveying individuals via the postal service to obtain research data (IM LAP 5)

**MAIL RELAYING:** The process of using another business's mail server to hide the identity of the sender of e-mail messages. (BA LAP 4)

**MAKE-OR-BUY DECISION:** The act of determining whether to produce a needed part or purchase it from a supplier. (OP LAP 2)

**MALFUNCTION:** A failure to perform properly. (PM LAP 4)

**MALPRACTICE INSURANCE:** A type of insurance that provides financial protection for physicians and other health-care providers in the event of a lawsuit. (PP LAP 7)

**MANAGEMENT:** The process of coordinating resources in order to accomplish an organization's goals. (HR LAP 36, SM LAP 1, SM LAP 3)

**MANAGEMENT FUNCTION:** Groups of activities related to management, i.e., planning, organizing, staffing, directing, and controlling. (SM LAP 3)

**MANAGEMENT GAMES:** An instructional method in which teams are provided information about the operation of a firm and are presented with a problem or uncertainty requiring decision-making. (MN LAP 50)

**MANAGEMENT INFORMATION SYSTEM (MIS):** An integrated technology that assists with an organization's information management needs (NF LAP 3)

**MANAGEMENT STYLE:** How an individual approaches the task of supervising. (EI LAP 5)

**MANAGER:** Individual whose job involves carrying out management functions. (FI LAP 5, SM LAP 3)

Individual whose job involves planning, organizing, staffing, directing, and controlling for a business. (EC LAP 19)

An individual responsible for the coordination of resources in order to accomplish an organization's goals. (PD LAP 4)

**MANIPULATE:** To control others to your own advantage. (EI LAP 18, PD LAP 7)

**MANUAL DEXTERITY:** Skill in using your hands. (HR LAP 2)

**MANUAL INVENTORY CONTROL SYSTEM:** Counting and recording inventory by hand. (DS LAP 2)

**MANUAL UNIT CONTROL:** Controlling inventory by gathering and recording inventory information by hand. (DS LAP 3)

**MANUFACTURER:** A type of producer that changes the shapes or forms of materials so that they will be useful to consumers. (EC LAP 13, EC LAP 20, FI LAP 3, OP LAP 2, SE LAP 117)

**MANUFACTURER'S BRAND:** Brand for which the manufacturer assumes all the responsibility of branding. (PM LAP 6)

**MANUFACTURER'S PREPACK:** Products packed for consumers at the production or manufacturing location. Such packages are usually enclosed in transparent plastic (men's underwear, for example) or boxed with pictures of the product on the packing box (electric mixer, for example). (SE LAP 105)

**MANUFACTURING:** Changing the shapes or forms of materials so that they will be useful to consumers. (EC LAP 19)

**MARK:** A shorthand reference to any type of mark, including trademarks, service marks, and collective marks. (PM LAP 14)

**MARKDOWNS:** Reductions in the selling price of goods. (DS LAP 2, DS LAP 4)

**MARKET:** A customer or a potential customer who has an unfulfilled desire and is financially able and willing to satisfy that desire. (IM LAP 9, MN LAP 43, PI LAP 2)

Any circumstances under which buyers and sellers exchange goods or services for a price (EC LAP 12)

**MARKET ANALYSIS:** A systematic study of the market (SM LAP 1, SM LAP 2)

**MARKET-CLEARING PRICE:** Equilibrium price. (EC LAP 12)

**MARKET DEMAND:** The quantity of a good or service that buyers are ready to purchase at a given price at a particular time. (PI LAP 7)

**MARKET ECONOMY:** An economic system in which the questions of what, how, and for whom goods will be produced are answered by individuals and businesses in the marketplace. (EC LAP 15, EC LAP 17, SE LAP 113)

**MARKET EXIT STRATEGY:** A marketing strategy a company uses when taking a product off the market (MP LAP 1)

**MARKET OPPORTUNITY:** Situation that occurs when an economic want exists and there is an idea for a good or service to fulfill that want; a good or service that people are willing and able to buy. (IM LAP 2)

**MARKET POSITION:** The rank of a particular business in a specific market. (MP LAP 1, SM LAP 1, SM LAP 2)

**MARKET PRICE:** Actual price that prevails in a market at any particular moment. (EC LAP 12, PI LAP 3)

**MARKET RESEARCH:** The systematic gathering, recording, and analyzing of data about a specific issue, situation, or concern that affects a market. (EC LAP 10, EC LAP 22, PM LAP 1, PM LAP 17)

**MARKET RESEARCH & DEVELOPMENT:** The systematic gathering, recording, and analyzing of data about a specific issue, situation, or concern, and the use of that data to create and implement plans to reach new target audiences. (PD LAP 6)

**MARKET SEGMENT:** One of the groups into which the total market is divided. (IM LAP 9, IM LAP 11)

**MARKET SEGMENTATION:** The division of a total market into smaller, more specific groups. (IM LAP 9, PI LAP 7)

**MARKET SHARE:** An organization's portion of the total industry sales in a specific market. (EC LAP 22, IM LAP 2, IM LAP 5, IM LAP 11, MK LAP 3, MP LAP 1, PI LAP 2, PI LAP 3, PM LAP 6, PR LAP 9)

**MARKET SHARE ANALYSIS:** A breakdown of market share data that allows a company to measure its sales performance against those of its competitors (IM LAP 11)

**MARKET STRUCTURE:** The type of market, or environment, in which businesses operate. (EC LAP 8)

**MARKET TREND:** The direction in which a product's market is moving. (IM LAP 3)

**MARKETING:** An organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relations in ways that benefit the organization and its stakeholders. (CD LAP 2, EC LAP 13, EC LAP 19, MK LAP 1, PD LAP 15, PI LAP 2, PM LAP 16, SM LAP 1)

The activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (MK LAP 4)

**MARKETING CAMPAIGN:** A business's organized efforts to promote a certain product or line of products (NF LAP 2)

**MARKETING COMMUNICATIONS:** A career area in which employees focus on marketing activities that inform, remind, and/or persuade the targeted audience. (PD LAP 15)

**MARKETING CONCEPT:** A philosophy of conducting business that is based on the belief that all business activities should be aimed toward satisfying consumer wants and needs while achieving company goals. (EC LAP 13, IM LAP 7, IM LAP 9, MK LAP 4, MN LAP 43, MP LAP 2, PD LAP 15)

**MARKETING FUNCTIONS:** Interrelated activities that must work together to get goods and services from producers to consumers. (CD LAP 2, MK LAP 1)

**MARKETING INFORMATION:** Data available from inside and outside the business that have been processed and organized so that they can be used to create, communicate, and deliver value to customers and for managing customer relations in ways that benefit the organization and its stakeholders. (CM LAP 2, IM LAP 2)

**MARKETING-INFORMATION MANAGEMENT:** A marketing function that involves gathering, accessing, synthesizing, evaluating, and disseminating information to aid in business decisions. (BA LAP 3, IM LAP 2, MK LAP 1)

**MARKETING-INFORMATION MANAGEMENT SYSTEM (MkIS):** An organized way of continuously gathering, sorting, analyzing, evaluating, and distributing marketing information. (IM LAP 2, IM LAP 5)

**MARKETING INTELLIGENCE:** Marketing data that are gathered informally from internal and external sources; may or may not relate to any current issue or project (IM LAP 2)

**MARKETING MANAGEMENT:** A career area in which employees focus on all marketing functions, including channel management, marketing-information management, pricing, product/service management, promotion, and selling. (PD LAP 15)

**MARKETING MIX:** The combination of the four elements of marketing—product, place, promotion, and price. (BA LAP 2, IM LAP 7, MN LAP 43, MP LAP 2, PI LAP 2, PR LAP 2)

**MARKETING OBJECTIVES:** The goals a firm seeks to reach with its marketing plan. (MK LAP 1, MP LAP 1, PR LAP 8)

**MARKETING PLAN:** A set of procedures or strategies for attracting the target customer to a business. (BA LAP 2, MP LAP 1, SM LAP 1)

**MARKETING RESEARCH:** The systematic gathering, recording, and analyzing of data about a specific issue, situation, or concern that affects a market. (EC LAP 13, FI LAP 6, IM LAP 2, IM LAP 5, IM LAP 9, IM LAP 13, NF LAP 2, PI LAP 2)

A career that involves the systematic gathering, recording, and analyzing of data about problems relating to the marketing of goods and services. (CD LAP 2, PD LAP 15)

**MARKETING STRATEGY:** Plan of action for achieving marketing goals and objectives. (IM LAP 3, MP LAP 1, PD LAP 2, PM LAP 17)

**MARKETPLACE:** Any place where the buying and/or selling of goods and services take place. (EC LAP 15)

**MARKETS:** Arrangements for the buying and selling of goods and services. (EC LAP 3, EC LAP 17)

**MARKING:** The step in the receiving process in which prices are added to goods. (DS LAP 5)

**MARKUP:** The difference between the cost of a product and its selling price. (DS LAP 4, PI LAP 3)

**MASKING TAPE:** Paper tape with adhesive on one side. (RM LAP 2)

**MASLOW'S HIERARCHY OF NEEDS:** A content theory of motivation in which needs are arranged in five levels: physiological, safety/security, social, esteem/status, and self-fulfillment. (MN LAP 47)

**MASS AUDIENCE:** All of the readers or viewers reached by a media channel, e.g., all individuals who watch a news program. (PR LAP 8)

**MASS MARKETING:** Designing products and directing marketing activities in order to appeal to the whole market. (IM LAP 9)

**MASS PRODUCTION:** The rapid production of large quantities of a product. (EC LAP 7, EC LAP 18, OP LAP 4)



**MASTER:** A skilled union member who has worked as a journeyman and who is a team leader for other employees in the same occupation. (EC LAP 5)

**MASTER BUDGET:** The overall budget of a company, made up of information from specialized budgets that are generated by individual departments. (FI LAP 3)

**MASTER LICENSEE:** A person or firm who helps franchisers find franchisees in a particular region or territory. (BL LAP 1)

**MATERIAL RESOURCES:** Equipment and supplies used by businesses in their operation. (SM LAP 3)

**MATERIALS:** Industrial goods that become part of the finished product after they have been processed. (EC LAP 10)

**MATERIALS INVENTORY:** Stock used by a business in the production of other goods. (DS LAP 2)

**MATRIX STRUCTURE:** An organizational design that combines the traditional functional structure with the divisional structure (EC LAP 23)

**MATURE ATTITUDE:** Outlook of people who have confidence and self-respect but also have a high regard for the feelings and opinions of others. (HR LAP 9)

**MATURITY STAGE:** The product life cycle stage in which sales peak and then increase at a slower rate or start to decline (PI LAP 3, PM LAP 17, PR LAP 1)

**MAXIMUM STOCK:** The largest amount of goods that a business keeps on hand. (DS LAP 3)

**McCLELLAND'S POWER-AFFILIATION-ACHIEVEMENT THEORY:** A content theory of motivation that identifies three socially acquired needs which underlie behavior: achievement, affiliation, and power. (MN LAP 47)

**MEANS OF PRODUCTION:** All the resources required in the production of goods and services. (EC LAP 17)

**MEASURABLE GOAL:** A goal that can be counted or measured in some way. (QS LAP 22)

**MEDIA:** The message channels used by a seller to promote a good, service, or idea, e.g., radio, television, newspapers, magazines, Internet. (BA LAP 8, CD LAP 2, IM LAP 7, IM LAP 9, MP LAP 2, PR LAP 1, PR LAP 8, PR LAP 19)

**MEDIA BUZZ:** Attention from a variety of media sources. (PR LAP 19)

**MEDIA CHANNEL:** An individual medium used to transmit a message to the public, e.g., radio. (PR LAP 8)

**MEDIA EVENTS:** Marketing activities that use the media to spread the company's message. (PD LAP 2)

**MEDIA PLAN:** A written document that summarizes the factors relevant to media selection, i.e., business objectives, target market, competitive activities, advertising budget, nature of the product, and distribution. (PR LAP 5)

**MEDIA-RELATED FACTORS:** Factors unique to a medium that affect a business and its advertising activities. (PR LAP 5)

**MEDIATION:** The process in which a neutral, third person works to help opposing parties resolve a conflict. (EC LAP 5, EI LAP 7)

**MEDIATOR:** A person or agency that clarifies issues and makes suggestions concerning contract negotiations (BA LAP 5, EC LAP 5)

**MEDICARE:** Government-supplied health care for seniors. (NF LAP 1)

**MEDIUM:** The message channel used by a seller to promote a good, service, or idea, e.g., radio, television, newspapers, magazines. (PI LAP 2)

**MEDIUM OF EXCHANGE:** Something of value that can be used to obtain goods and services; most common form is money. (EC LAP 17)

**MEMORABILIA:** Souvenirs, mementos, things collected to remember something. (BA LAP 8)

**MENSWEAR RETAILERS OF AMERICA:** An organization composed of retailers of men's and boys' clothing and furnishings. Address: 2011 I Street, N.W., Suite 300, Washington, D.C. 20006. (CD LAP 1)

**MENTAL TRAITS:** Personal traits associated with intellectual abilities such as remembering, comprehending, analyzing, evaluating, and creating. (EI LAP 9)

**MENTOR:** An experienced worker who can act as a guide to new employees. (EI LAP 4, MN LAP 44)

**MENTOR METHOD:** An instructional method in which an experienced worker is assigned to assist a new employee during his/her first weeks of employment. (MN LAP 44)

**MERCHANDISE APPROACH:** A comment or question that helps direct the customer's attention to the merchandise; usually refers to goods on display in which the customer seems to be showing an interest. (SE LAP 101)

**MERCHANDISE CLASSIFICATION:** The categories into which products are divided, e.g., color, style number, or size. (DS LAP 2)

**MERCHANDISE CONTROL CARDS:** Automatic reorder cards that some producers pack with their goods. (DS LAP 3)

**MERCHANDISE INVENTORY:** Stock that wholesalers and retailers have on hand. (DS LAP 2)

**MERCHANDISING:** The process of having the right goods in the right place at the right time in order to make a profit. (PD LAP 15, SE LAP 115)

**MERCHANDISING ALLOWANCE:** A price reduction offered to intermediaries; often used to entice intermediaries to purchase a particular product or to reimburse intermediaries for their marketing costs (PR LAP 1)

**MERCHANDISING-RELATED DISCOUNT:** A deduction from the seller's price offered to buyers at various points in the distribution channel. (PU LAP 3)

**MERGER:** Two individual businesses that combine to form one organization (BL LAP 1, BL LAP 2, EC LAP 19, EI LAP 6)

**MESSAGE:** Ideas or information transmitted to others through written or oral communication. (PR LAP 8)

**MESSAGE BOARDS:** A gathering place for transmitting ideas or information through electronic communication. (PR LAP 16)

**META TAGS:** HTML codes that display information about web pages. (BA LAP 5, PM LAP 9, PR LAP 16)

**METAPHOR:** A figure of speech in which one idea, concept, or entity is compared to or used in place of another. (PM LAP 11)

**METROPOLITAN AREA:** A city and the area immediately surrounding it, including all its suburbs. (PR LAP 8)

**MIDDLEMEN:** See intermediaries. (CM LAP 1, CM LAP 2)

**MIDDLE MANAGEMENT:** Mid-level management. (SM LAP 3)

**MID-LEVEL MANAGEMENT:** Managers who report to top-level management and who have supervisors who report to them. (SM LAP 3)

**MIDDLEMEN:** Channel members operating between the producer and the consumer or industrial user to help in the movement of goods and services.

See intermediaries. (CM LAP 2)

**MIGRATE:** To move from one country of residence to another. (IM LAP 9)

**MIND MAPPING:** A form of brainstorming that organizes ideas and information graphically, using shapes, pictures, and words. (PD LAP 17, QS LAP 26)

A creative-thinking technique that involves the generation of ideas by associations. (PD LAP 17, PM LAP 11)

**MINIMUM STOCK:** The smallest amount of goods that a business keeps on hand. (DS LAP 3)

**MINOR-POINTS CLOSE:** A closing technique that involves getting the prospect to make minor decisions about a purchase before asking for the major decision of whether to buy or not; also known as stimulus-response close. (SE LAP 107)

**MINORITY:** Any group within a country that is smaller than the majority; often used to refer to groups based on race, religion, or culture. (MN LAP 55)

**MINORITY RULE:** A decision-making method in which a group's minority makes the decision (EI LAP 19, QS LAP 17)

**MISCELLANEOUS OPERATING EXPENSES:** Expenditures necessary to keep the business running whose costs are small in comparison to the costs of other expenditures, e.g., taxes, donations, bad debts, advertising, etc. (EC LAP 2)

**MISINTERPRET:** Not to understand something as it was intended to be understood. (QS LAP 24)

**MISREPRESENTATION:** Telling the facts in an inaccurate way. (SE LAP 129)

**MISSION (STATEMENT):** A brief summary of what a business owner wants a business to be doing (EC LAP 19, MP LAP 1, PM LAP 10, QS LAP 11, QS LAP 12, SM LAP 2)

**MIXED SYSTEM:** An economic system in which individuals make most economic decisions but some government control and ownership exist. (EC LAP 15)

**MODEL STOCK PLAN:** A list of items the business always keeps in stock. (DS LAP 3)

**MODEM:** An internal or external computer communications device that is used to transmit information over a particular medium such as telephone lines or television cables. (PR LAP 14)

**MONETARY POLICY:** The government policy that determines the amount of money that will be in circulation and the level of interest rates. (EC LAP 9, EC LAP 16, NF LAP 2)

**MONEY PAYMENT:** An exchange of money for the use of economic resources. (EC LAP 14)

**MONEY SUPPLY:** The total quantity of money that exists at one time in the nation. (EC LAP 9)

**MONITOR:** To check on the progress of something periodically. (QS LAP 28)

**MONOCHROMATIC:** Different shades or tints of one color; a fashion technique that often makes a person appear taller and thinner. (PD LAP 5)

**MONOPOLISTIC COMPETITION:** A type of market structure in which a lot of businesses sell similar products that have only a few differences. (EC LAP 8, PI LAP 3)

**MONOPOLY:** A type of market structure in which a market is controlled by one supplier and there are no substitute goods or services readily available. (BA LAP 10, EC LAP 8, EC LAP 16)

**MONOTONE:** A single tone of voice without variation in pitch. (HR LAP 20)

**MOOD:** A person's current attitude or frame of mind. (SE LAP 112)

**MORALE:** The state of a person's attitude or outlook on life that affects his/her approach to work. (DS LAP 2, EI LAP 15, QS LAP 13)

**MORALITY:** Goodness or correctness of behavior, especially when it comes to personal actions. (PD LAP 7)

**MORALS:** *See Ethics.* (HR LAP 19)

Principles for distinguishing between right and wrong. (QS LAP 8)

**MORPHOLOGICAL ANALYSIS:** A synectics creative-thinking method to generate ideas by focusing on the details of a situation; involves combining some or all of a product's attributes in different ways to create new things (PM LAP 11)

**MOTIVATE:** Prompt another person to take some kind of action. (HR LAP 20, QS LAP 10, QS LAP 18)

**MOTIVATION:** The process of getting employees to strive to achieve management's objectives because they want to achieve them. (MN LAP 47, MN LAP 54)

**MOTIVATOR:** Force or influence that prompts a person to take some kind of action. (QS LAP 13)

**MOTOR COORDINATION:** The harmonious use of muscles to accomplish a task. (HR LAP 2)

**MOVIE THEATER ADVERTISING:** Promotional messages shown prior to the screening of a film in a movie theater. (PR LAP 3)

**MULTI-LEVEL MARKETING:** A business structure that pays commission on sales earned by people at two or more levels; the sales representatives usually work independent of the company; the representatives not only sell products but try to get others to sell them. (BL LAP 1)

**MULTINATIONAL CORPORATION (MNC):** A business that has factories and/or businesses located abroad. (EC LAP 4)

**MULTINATIONAL FIRM:** A company that operates on a worldwide scale (EC LAP 22)

**MULTIPLE DISTRIBUTION:** Distributing a product through many different channels. (CM LAP 2)

**MULTIRACIAL:** Having ancestors from two or more races. (HR LAP 24)

---

## N

**NARRATIVE CLOSE:** A closing technique in which the salesperson tells a story about other people who successfully made a buying decision and how the product solved their problem. (SE LAP 107)

**NARROW PRODUCT MIX:** A description of the width of a business's product mix offering a limited number of product lines. (PM LAP 3)

**NATIONAL ASSOCIATION OF PROFESSIONAL INSURANCE AGENTS:** An organization whose members are independent property and casualty agents. Address: 400 N. Washington Street, Alexandria, VA 22314. (CD LAP 1)

**NATIONAL AUTOMOBILE DEALERS ASSOCIATION:** An organization whose members are franchised new car and truck dealers. Address: 8400 Westpark Drive, McLean, VA 22102. (CD LAP 1)

**NATIONAL FARM AND POWER EQUIPMENT DEALERS ASSOCIATION:** An organization composed of retailers of farm machinery and lawn and garden equipment. Address: 10877 Watson Road, St. Louis, MO 63127. (CD LAP 1)

**NATIONAL FEDERATION OF INDEPENDENT BUSINESS:** An organization composed of independent businesspeople and professional people that works to give small business a voice in government. Address: 150 W. 20th Avenue, San Mateo, CA 94403. (CD LAP 1)

**NATIONAL GROCERS ASSOCIATION:** An organization composed of independent food retailers and wholesale food distributors. Address: 1825 Samuel Morse Drive, Reston, VA 22090. (CD LAP 1)

**NATIONAL HOME FURNISHINGS ASSOCIATION:** An organization whose members are retailers of furniture, carpeting, and related furnishings. Address: P.O. Box 2396, High Point, NC 27261. (CD LAP 1)

**NATIONAL LABOR RELATIONS ACT:** Legislation passed by Congress in 1935; gives all workers the right to organize into unions to collectively bargain and strike. (BA LAP 10)

**NATIONAL OFFICE PRODUCTS ASSOCIATION:** An organization whose members are retailers, wholesalers, and manufacturers' representatives of office furniture and supplies. Address: 301 N. Fairfax Street, Alexandria, VA 22314. (CD LAP 1)

**NATIONAL RESTAURANT ASSOCIATION:** An organization whose members operate restaurants, cafeterias, clubs, drive-ins, etc. Address: 1200 17th Street, N.W., Washington, D.C. 20036. (CD LAP 1)

**NATIONAL RETAIL FEDERATION:** An organization whose members operate department, chain, mass merchandise, and specialty stores. Address: 100 W. 31st Street, New York, NY 10001. (CD LAP 1)

**NATIONAL TRAFFIC AND SAFETY ACT:** A federal law passed in 1958 to provide the basis for setting safety standards for motor vehicles and tires. (PP LAP 7)

**NATIONAL/INTERNATIONAL UNION:** A level of union organization that consists of a number of local unions. (EC LAP 5)

**NATIONALISM:** A sense of pride in one's own country that can create a resistance to outside influences (EC LAP 22)

**NATIVE AMERICAN:** Person whose ancestors were among the earliest people to live in what is now the United States of America. (HR LAP 24)

**NATURAL MONOPOLY:** A single business that influences the entire production of a particular good or service because it is in the best interests of the public for the business to do so. (EC LAP 16)

**NATURAL RESOURCES:** Any resource found in nature that is used to produce goods and services. (EC LAP 6, EC LAP 7, EC LAP 14, EC LAP 15, EC LAP 17, EC LAP 22, OP LAP 4, SE LAP 117)

**NATURAL RISKS:** Chances of loss resulting from natural causes such as floods, tornadoes, fires, lightning, earthquakes, or perishability. (BA LAP 2, EC LAP 3)

**NAVIGATE:** Travel from site to site on the World Wide Web. (PD LAP 3)

**NEED:** Something required or essential that is lacking. (EC LAP 13, EI LAP 18, QS LAP 4, SE LAP 103, SE LAP 109, SE LAP 112, SE LAP 117, SE LAP 126)

**NEED DECISION:** The point at which the customer decides that s/he needs to purchase a good or service that may satisfy a need or a want. (SE LAP 108)

**NEEDS ANALYSIS:** A process of identifying and prioritizing training needs. (SE LAP 123)

**NEEDS ASSESSMENT:** A process of identifying and prioritizing training and development needs. (MN LAP 50)

**NEGATIVE ATTITUDE:** An outlook that focuses on the bad side of things. (EI LAP 3)

**NEGATIVE FEEDBACK:** Criticism or disapproval. (EI LAP 15, QS LAP 20)

**NEGATIVE REINFORCEMENT:** The act of terminating or withdrawing something unpleasant when a desired response is given. (MN LAP 47)

**NEGATIVE SELF-CONCEPT:** An unfavorable image of one's self. (HR LAP 12)

**NEGLIGENCE:** Not doing something necessary or required. (SE LAP 129)

**NEGOTIATING:** A conflict response mode in which one or both parties exhibit assertive behavior and express a moderate or high level of cooperation. (EI LAP 7)

**NEGOTIATING STRATEGY:** The plan or technique a person uses to reach a goal or achieve a desired outcome. (EI LAP 8, QS LAP 3)

**NEGOTIATING STYLE:** Personal characteristics that influence the manner in which a person behaves during the negotiation process. (EI LAP 8, QS LAP 3)

**NEGOTIATION:** The process of one person reaching an agreement with another person to meet specific needs or wants. (OP LAP 2, QS LAP 3)

The process of one party reaching an agreement with another party to meet specific needs or wants; the process of persuading or influencing someone to take a certain course of action in order to achieve a desired outcome. (EI LAP 8, QS LAP 10, QS LAP 18)

A method of settling a dispute or agreeing to common terms in which one or both parties may compromise.  
(EI LAP 6)

**NET EXPORTS OF GOODS AND SERVICES:** A factor used in the calculation of GDP that is determined by subtracting imports from exports. (EC LAP 1)

**NET INCOME/PROFIT:** Money remaining after operating expenses are subtracted from gross profit.  
(FI LAP 4)

**NET PROFIT:** Money left after the cost-of-goods expense and the operating expense are each subtracted from the total income. (EC LAP 2)

**NET WORTH:** The total value of the business. (FI LAP 5)

**NETWORK:** To connect with individuals who might help accomplish personal career and professional goals. (MN LAP 44, PD LAP 4)

A system of computers connected together by telephone wires, cable wires, or other means. (BA LAP 3)

**NETWORK ADMINISTRATOR:** The individual responsible for overseeing all aspects of the system of computers connected together by telephone wires, cable wires, or other means. (BA LAP 4, PM LAP 9)

**NETWORKING:** Exchanging information with others for the purpose of professional or business development and/or advancement. (PR LAP 16)

**NEVER-OUT LIST:** A list of a firm's best sellers or its key items of merchandise. (DS LAP 3)

**NEW PRODUCT:** A good or service that has not been offered before, has been modified in some way, or is being presented or distributed in a different manner. (PM LAP 17)

**NEWS CONFERENCE:** A meeting to which a business or group invites members of the media in order to make an announcement; used to announce major developments. (MK LAP 1, PR LAP 8)

**NEWS RELEASE:** A factual announcement sent to the media to be used as a news item.  
(MK LAP 1, PR LAP 8, PR LAP 10)

**NEWSLETTER ARCHIVE:** A collection of articles on a web site that provides information of interest to particular groups. (PM LAP 9)

**NEWSLETTERS:** Messages that provide information of interest to particular groups. (PR LAP 13)

**NEWSWORTHY:** Of interest to the public. (PR LAP 8)

**NICHE:** The small segment of the total market interested in a subject. (SM LAP 1)

Unique role (PM LAP 16)

**NICHE MAGAZINE:** A publication that focuses on a narrow subject and is targeted to the small segment of the total market that is interested in that subject. (PR LAP 6)

**NONCONFORMIST:** One who does not dress or behave as is customary; one who does not "go along with the crowd." (PD LAP 2)



**NONCUMULATIVE DISCOUNT:** A quantity discount for a single order or shipment; a volume-based discount. (PU LAP 3)

**NONDURABLE GOODS:** Tangible items that are consumed within a short time. (EC LAP 1, MK LAP 4)

**NONECONOMIC WANT(S):** Desires for things that can be obtained without spending money. (EC LAP 6, EC LAP 10)

**NONEXCLUSIVE CATEGORY:** In licensing, a category in which more than one licensee is authorized to produce merchandise. (PM LAP 14)

**NON-INTERACTIVE CONTENT:** Information that lacks the capacity to create an individual experience. (PR LAP 13)

**NONJUDGMENTAL:** Accepting people and ideas without being critical. (QS LAP 6)

**NONMONETARY BENEFIT:** A benefit that the employee receives in a form other than money; e.g., job security. (EC LAP 14)

**NONPRICE COMPETITION:** A type of rivalry between or among businesses that involves factors other than price, e.g., customer services, modern facilities, trained personnel, and variety of products. (EC LAP 8)

**NONPROFIT BUSINESS:** Business or organization whose intent is to make enough money to support its mission. (EC LAP 19)

**NONPROFIT CORPORATION:** A legal business structure that primarily operates for the purpose to serve others— not to make a profit; income is used to cover operational expenses; can be exempt from paying some or all taxes. (BL LAP 1)

**NON-PROFIT INSTITUTIONS:** Businesses and organizations whose intent is to make enough money to support their mission. (MK LAP 2)

**NONRENEWABLE RESOURCES:** Natural resources that may become entirely depleted; natural resources that cannot be replenished after use (EC LAP 14)

**NONRESIDENTIAL INVESTMENT:** The money businesses invest in buildings, equipment, vehicles, furniture, etc. (EC LAP 1)

**NONSTORE RETAILING:** A business that buys consumer goods or services and sells them to the ultimate consumer by means other than through a store, e.g., phone, mail, door to door, vending machines. (CD LAP 2)

**NONVERBAL:** Communication that involves the use of gestures or facial expressions, rather than the use of words. (SE LAP 114, QS LAP 1, QS LAP 24)

**NONVERBAL ASSERTIVENESS:** A confident attitude expressed through body language. (EI LAP 18, QS LAP 4)

**NONVERBAL COMMUNICATION:** Communication that uses body language instead of words or to support words. (EI LAP 11, EI LAP 18, HR LAP 20, QS LAP 6, QS LAP 7, QS LAP 25)

**NONVERBAL SIGNALS:** Communication that involves the use of gestures or facial expressions, rather than the use of words. (SE LAP 120)

**NORTH AMERICAN FREE TRADE ACT (NAFTA):** An agreement among the United States, Canada, and Mexico eliminating all of their trade barriers. (EC LAP 4)

---

## O

**OBJECTION:** A point of difference between a customer and a salesperson that may prevent a sale; the customer's reason for not buying. (SE LAP 100, SE LAP 114, SE LAP 117, SE LAP 120, SE LAP 126)

**OBJECTIVE:** A point of view or opinion that is not influenced by bias, prejudice, or outside opinion. (EI LAP 7, IM LAP 5, PD LAP 7)

**OBJECTIVES:** Goals to be reached. (EC LAP 18, EC LAP 23, IM LAP 9, MN LAP 50, PD LAP 10, PR LAP 5, QS LAP 2, QS LAP 18, QS LAP 22, QS LAP 28)

Concrete tasks that help you on your way to achieving your goals. (OP LAP 1, PD LAP 14, QS LAP 21)

Goals. (SM LAP 3)

**OBJECTIVITY:** Viewing things in an unbiased manner; not allowing one's personal needs, desires, etc., to influence one's perceptions. (HR LAP 1)

**OBLIGATION:** Duty; requirement (EC LAP 21)

**OBSERVATION:** A marketing-research method that gathers data by watching consumers. (IM LAP 5)

**OBSOLESCENCE:** The state of being outmoded or unfashionable. (EC LAP 3, PI LAP 3)

Becoming outdated because of advances in technology (EC LAP 7)

**OBVIOUS BENEFIT:** Advantage of product that is apparent, plain to see, easily recognizable. (SE LAP 113)

**OCCUPATIONAL SAFETY AND HEALTH ACT OF 1970:** A federal act that stipulates that workers may not be disciplined or discharged for refusing to work in unsafe environments or because they report an alleged violation to the appropriate government agency. (MN LAP 53)

**OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA):** A federal government agency that writes and enforces safety and health standards for businesses. (EC LAP 16, RM LAP 2, RM LAP 3)

**ODD PRICING:** Settling selling prices below even-dollar amounts to suggest a bargain. (PI LAP 1)

**OFFENDED:** Caused someone to be uncomfortable, embarrassed, or angry. (QS LAP 4)

**OFFENSIVE:** Anything that causes others to feel discomfort, embarrassment, or anger. (QS LAP 4)

**OFFSHORING:** Producing goods in foreign countries; typically involves moving domestic jobs overseas (EC LAP 19, EC LAP 22)

**OLIGOPOLY:** A market structure in which there are relatively few sellers, and industry leaders usually determine prices. (EC LAP 8, PI LAP 3)

**ON-BOARDING ACTIVITIES:** Human resources management tasks that must be performed when a new employee joins the company (e.g., orientation and paperwork). (HR LAP 35)

**ON-THE-JOB TRAINING:** The most common method of training; the employee learns by actually performing the job. (HR LAP 35, MN LAP 42, SE LAP 123)

**ONLINE DISPUTE RESOLUTION:** The process of resolving issues over the Internet. (BA LAP 5)

**OPEN-DOOR POLICY:** A business practice whereby management encourages communication between employees and their superiors by stating that management's doors are always open. (HR LAP 36, MN LAP 45)

**OPEN-ENDED QUESTION:** A type of question that requires more than a simple "yes" or "no" response. (SE LAP 114, SE LAP 120, QS LAP 7, QS LAP 17)

**OPEN-MINDED:** The ability to see different views and perceptions. (QS LAP 6, QS LAP 29)

**OPEN RATE:** The basic charge for a minimum amount of advertising space against which discounts are applied in a sliding-scale rate plan. (PR LAP 6)

**OPEN-RESPONSE QUESTION:** A searching question that requires more than a "yes" or "no" answer. (SE LAP 112)

**OPEN SHOP:** A union security agreement that does not require employees to join the union or pay dues (EC LAP 5)

**OPEN WOUND:** An injury in which there is a break in the skin, e.g., scrapes, cuts, and punctures. (RM LAP 3)

**OPERATING AGREEMENT:** A written document signed by members of a limited liability partnership or limited liability company that specifies the terms of the business arrangement. (BL LAP 1)

**OPERATING EXPENSES:** All of the expenses involved in running a business. (EC LAP 2, FI LAP 4, FI LAP 5, FI LAP 6, PI LAP 3)

**OPERATING FUNDS:** Monies used by a business to pay the costs of running the business. (IM LAP 3)

**OPERATING STATEMENT:** Another name for an income statement. (FI LAP 4)

**OPERATING SYSTEM:** The process a business uses to manufacture a good or provide a service; consists of people, places, materials, equipment, and information (OP LAP 3)

**OPERATIONAL CHANGES:** Changes in the way a business is set up or operates, e.g., remodeling, expanding parking. (IM LAP 4)

**OPERATIONS:** The day-to-day activities for continued business functioning. (OP LAP 3, SM LAP 1)

**OPERATIONS MANAGEMENT:** The process of planning, controlling, and monitoring the day-to-day activities required for continued business functioning. (EC LAP 19)

A career area in which employees focus on planning, organizing, coordinating, and controlling the resources needed to produce/provide a business's goods and/or services. (PD LAP 15)

**OPINION:** A person's point of view or belief about a topic. (QS LAP 29)

**OPINION-GATHERING PROBE:** A technique for probing that is used to involve customers in sales presentations in order to determine their reactions to what has been said and to elicit their comments. (SE LAP 120)

**OPPORTUNITY:** A circumstance that presents itself as a favorable means to meet an objective. (PD LAP 4)

A favorable situation in the environment surrounding your business. (IM LAP 8, NF LAP 2)

**OPPORTUNITY COST:** The benefit that is lost when you decide to use scarce resources for one purpose rather than for another. (EC LAP 6)

**OPT-IN E-MAIL:** Electronic promotional messages that are sent with a recipient's permission and allow the recipient to request removal from the subscriber list at any time; also known as permission-based marketing. (PR LAP 13)

**OPT-IN E-MAIL MARKETING:** Sending electronic promotional messages with a recipient's permission and allowing the recipient to request removal from the subscriber list at any time. (PR LAP 3)

**OPT-OUT E-MAIL:** Electronic promotional messages that are sent without a recipient's permission and allow the recipient to request to be removed from the subscriber list. (PR LAP 13)

**OPTION TO RENEW:** An element of a sponsorship agreement that allows the sponsor to extend the agreement after the contract expires. (BA LAP 10)

**OPTIMISM:** A positive attitude. (QS LAP 23)

**OPTIMIST:** A person with a positive attitude. (EI LAP 3)

**ORAL DIRECTIONS:** Verbal instructions. (QS LAP 24)

**ORAL PRESENTATION:** A speech that brings an idea to someone's attention. (QS LAP 9)

**ORDERLY AND SYSTEMATIC BEHAVIOR:** Acting in an organized and methodical manner. (HR LAP 4)

**ORDINARY DATING:** A dating term based on the invoice date; also known as DOI, or Date-of-Invoice, dating. (PU LAP 3)

**ORGANIZATIONAL AWARENESS:** Knowing how a business operates, the relationships between key divisions, and who the decision makers are. (EI LAP 6)

**ORGANIZATIONAL CHART:** A graphical representation of the flow of authority within an organization (EC LAP 23)

**ORGANIZATIONAL DESIGN:** The process of structuring a business's people, information, and technology to enable the business to achieve its goals and to be successful; also called organizational structure (EC LAP 23)

**ORGANIZATIONAL SKILLS:** The ability to take ideas and bring each component together in an orderly way to achieve goals. (QS LAP 18)

**ORGANIZATIONAL STRUCTURE:** The company's configuration of employees for accomplishing specific business tasks; how the business is organized (CR LAP 2, EC LAP 23)

**ORGANIZATIONAL VISION:** The future a company's leaders desire to create. (EI LAP 13)

**ORGANIZED PARTICIPANTS:** Players of sports that have rules and are controlled by groups or sanctioning bodies. (BA LAP 8)

**ORGANIZING:** The management function of setting up the way the business's work will be done. (SM LAP 3)

**ORIENTATION:** Job preparation or induction training in which new employees are acquainted with their surroundings, receive general information about the company and its policies, and are given specific information about their jobs. (EC LAP 19, HR LAP 35, MN LAP 44, MN LAP 54)

**ORIENTATION CHECKLIST:** An organized list of activities to be completed during a new employee orientation program; a planning tool used by the person conducting an orientation. (MN LAP 44)

**OUT-OF-HOME MEDIA:** Promotional messages that are delivered to consumers when they are away from home. (PR LAP 3)

**OUTER COVERING:** The wrapping material that covers the outside of the customer's purchase. (SE LAP 105)

**OUTLINE:** A general plan giving only the main points to be covered. (PR LAP 9)

**OUTPUTS:** The goods and services produced as the result of combining inputs. (EC LAP 18, OP LAP 4)

In the operations function, goods or services (OP LAP 3)

**OUTSIDE COURSES:** Courses offered outside the business facility, including vocational, trade, and evening schools, university programs or courses, and correspondence courses. (MN LAP 42)

**OUTSIDE SPECIALISTS:** Consultants who are temporarily hired by a company to assist with all or part of a sales training program. (SE LAP 123)

**"OUTSIDE THE BOX":** In sales promotion, a way to describe fresh, new ideas that haven't been done before. (PR LAP 18)

**OUTSOURCING:** Acquiring assistance from outside organizations/consultants to obtain goods or services to accomplish business objectives or perform primary business activities. (EC LAP 19, HR LAP 35, NF LAP 1, NF LAP 3, PM LAP 9)

**OUTSTANDING BALANCE:** The remaining amount that is owed to the creditor after the credit user has made a partial payment on his/her account (FI LAP 2)

**OVERAGE:** The physical inventory is greater than the book inventory. (DS LAP 6)

**OVERAGES:** Extra amounts beyond what was requested. (DS LAP 5)

**OVERHEAD:** Business expenses for things such as payroll, rent, and utilities. (EC LAP 19)

**OVER-LISTENING:** Listening so hard to the words and details in a message that the main message is lost.  
(QS LAP 1)

**OVERSELL:** Being pushy or too eager to make a sale; rushing the client. (SE LAP 107)

**OVERSTOCKS:** Larger amounts of stock than the business is able to sell. (IM LAP 4)

**OVERWHELMED:** Overcome by a situation or set of circumstances. (HR LAP 4)

**OWNED-GOODS SERVICE:** A product that involves repairing or changing a good that the consumer has already purchased. (PM LAP 15)

**OWNER'S EQUITY:** The amount an owner has invested in the business plus or minus profits and losses.  
(FI LAP 5)

**OWNERSHIP:** The state of possessing a good or service; having full control over a product's use.  
(EC LAP 13)

In a sponsorship agreement, the sponsor's assurance that its message will not get lost in sponsor clutter; the opportunity to "own" part of the event, such as the pre-game show or the MVP award. (SE LAP 127)

---

## P

---

**PACE:** The speed at which something moves. (HR LAP 4)

**PACIFIC ISLANDER:** Individual whose ancestors came from the islands and islets of the NW Pacific Ocean. (HR LAP 24)

**PACKAGING:** Enclosing products in appropriate wrappings or containers. (DS LAP 1, IM LAP 7)

**PACKING:** A customer service that consists of enclosing customer purchases in protective materials to prevent damage to the goods and to improve their appearance. (SE LAP 105)

**PACKING SLIP:** A shipper's form that usually accompanies incoming merchandise which describes the type and number of each item in a shipment. (DS LAP 5)

**PADDED PAYROLL CHECK:** A check issued for higher wages than the employee actually earned. (RM LAP 4)

**PADDING:** Extra resources needed to cover unexpected situations. (QS LAP 19)

**PAID LISTINGS:** Online advertisements that appear near the top of search engine results; may appear to the right of regular listings; often referred to as "sponsored" or "featured" results (PR LAP 1)

**PAINTED BULLETIN:** Outdoor advertising space on which advertising messages are painted by artists. (PR LAP 6)

**PARAMETER:** Limit or boundary (IM LAP 11)

**PARAPHRASING:** Restating a message in other words in order to confirm or clarify its meaning; does not involve judgment or evaluation. (QS LAP 1)

**PARTIALLY FINISHED GOODS INVENTORY:** The producer's inventory of products that are works-in-progress (OP LAP 3)

**PARTIAL-RUNS:** Printing technique that allows advertisers to place advertisements in specific editions rather than in a magazine's full-run. (PR LAP 6)

**PARTIALITY:** Favoritism. (PD LAP 7)

**PARTICIPANT:** One who participates or takes part. (QS LAP 28)

**PARTICIPATIVE DECISION-MAKING:** The involvement of several individuals in making decisions; in business, the participation of employees in decisions to be made by management. (EC LAP 18)

**PARTNERSHIP:** A form of business ownership in which the business is owned by two or more persons (BL LAP 1, BL LAP 2, EC LAP 3)

**PARTNERSHIP AGREEMENT:** A written agreement signed by business partners that specifies the terms of the partnership arrangement (BL LAP 2)

**PARTS:** Industrial goods that become part of finished goods without any additional processing. (EC LAP 10)



**PASSION:** A strong feeling of enthusiasm, determination, and devotion. (PD LAP 4)

**PASSIVE BEHAVIOR:** Conduct in which people fail to exercise their own rights and to respect their own needs. (EI LAP 7, EI LAP 18, QS LAP 4)

**PASSIVE VOICE:** The verb form used to indicate the subject is receiving the action. (PR LAP 9, PR LAP 10)

**PASSIVENESS:** An attitude based on the desire to avoid conflict. (QS LAP 4)

**PAST TENSE:** A verb form that indicates action has already taken place. (PR LAP 9)

**PATENT:** Legal protection of an invention or a process granted by government to its owners for a certain number of years. (FI LAP 6, NF LAP 1)

**PATIENCE:** The ability to endure life's aggravations and difficulties calmly. (EI LAP 10, EI LAP 14, QS LAP 7)

**PATRONAGE:** Loyalty to a particular business. (CR LAP 1)

**PATRONAGE MOTIVES:** Emotional or rational reasons for buying which cause people to choose one business over another. (SE LAP 109)

**PATRONAGE PROMOTION:** A type of institutional promotion designed to promote a firm's features or prestige. (PR LAP 4)

**PAY-PER-CLICK LINK:** An online advertisement placed by advertisers who pay their web host a fixed amount each time someone clicks on the ad (PR LAP 1)

**PAY-PER-CLICK SEARCH ENGINES:** Internet services that charge a fee for each click that results in a visitor to a web site based on how much the advertiser bids for key words. (PM LAP 9, PR LAP 16)

**PAYROLL:** The sum of money paid to employees in a given period. (FI LAP 6)

**PAYROLL RECORD:** A document about the sum of money paid to an employee in a given period. (NF LAP 1)

**PEAK:** The phase of the business cycle considered the high point of economic activity when demand begins to exceed the production capacities of producers (EC LAP 9)

**PEG:** The focus or angle of a news release or article. (PR LAP 10)

**PENETRATION PRICING:** A pricing strategy that involves setting prices lower than those of the competition. (PI LAP 7)

**PEOPLE KNOWLEDGE:** Awareness and recognition of different people and cultures. (CD LAP 2)

**PEOPLE SKILLS:** The ability to get along well with others and interpersonal skills such as communications and leadership. (CD LAP 2, MN LAP 50)

**PERFECT COMPETITION:** A market structure in which there are many businesses selling a lot of identical products for about the same price to many buyers; also known as pure competition. (EC LAP 8)

**PERFORMANCE EVALUATION:** A formal assessment by the supervisor of a worker's job performance that lets the worker know how s/he is doing on the job. (MN LAP 54)

**PERFORMANCE GOAL:** A goal that is described by the level of performance reached or by a task completed. (PD LAP 16)

**PERFORMANCE EVALUATION:** A formal assessment by the supervisor of a worker's job performance that lets the worker know how s/he is doing on the job. (EI LAP 15, HR LAP 35)

**PERIODIC INVENTORY CONTROL:** A method of inventory control in which stock is counted at certain times of the year. (DS LAP 4)

**PERIODIC INVENTORY RECORDS:** Stock information that is obtained from a physical count of the items of stock at periodic intervals. (DS LAP 4)

**PERIODIC SYSTEM:** An inventory method that counts inventory at certain times of the year. (DS LAP 2)

**PERIODIC UNIT CONTROL:** An actual count or a physical check of the units of stock at specific intervals. (DS LAP 3)

**PERISHABILITY:** A product's ability to withstand being stored. (EC LAP 3, PM LAP 15)

**PERISHABLE GOODS:** Items that are capable of spoiling, decaying, or dying. (DS LAP 5)

**PERKS:** *See Fringe Benefits.* (HR LAP 19)

**PERMISSION-BASED MARKETING:** Electronic promotional messages that are sent with the recipient's permission; also known as opt-in e-mail. (PR LAP 13)

**PERMIT:** A document that grants permission to do something (FI LAP 6)

**PERPETUAL INVENTORY:** A record of inventory information continuously updated. (DS LAP 6)

**PERPETUAL INVENTORY CONTROL:** A method of inventory control that updates inventory information on a continuous basis as transactions occur. (DS LAP 4)

**PERPETUAL INVENTORY RECORDS:** Stock information that is provided by a perpetual inventory control system. (DS LAP 4)

**PERPETUAL INVENTORY SYSTEM:** An inventory method that updates inventory information on a continuous basis. (DS LAP 2, NF LAP 1)

**PERPETUAL UNIT CONTROL:** A running record of all inventory transactions that is constantly being updated. (DS LAP 3)

**PERSEVERANCE:** Continuing with a project or course of action in spite of problems or discouragement. (EI LAP 6, PD LAP 2, QS LAP 14)

**PERSISTENCE:** The ability to continue working at a task or idea until the desired outcome is achieved. (EI LAP 10, QS LAP 7)

The attitude or characteristic of not giving up. (QS LAP 5)

**PERSONAL APPEARANCE:** The physical image created by how you look and what you wear. (PD LAP 5)

**PERSONAL AUTHORITY:** Authority either assumed or thrust upon an individual because of personality traits, physical features, or characteristics; informal authority. (HR LAP 36)

**PERSONAL CHANGES:** Changes concerning our bodies, minds, lifestyles, etc. (HR LAP 8)

**PERSONAL CODE OF ETHICS:** Guidelines for applying morals to our daily lives. (QS LAP 8)

**PERSONAL CODE OF ETHICS (BEHAVIOR):** The way a person behaves based on his/her internal beliefs and standards. (SE LAP 129)

**PERSONAL CONSUMPTION EXPENDITURES:** A factor used to calculate GDP that includes the final market value of all services and new and used goods purchased for consumption by individuals and nonprofit organizations. (EC LAP 1)

**PERSONAL INTERVIEW:** A face-to-face conversation in which a researcher surveys an individual to obtain research data (IM LAP 5)

**PERSONAL OBSERVATION:** Awareness of one's surroundings; the most commonly used method of prospecting. (SE LAP 116)

**PERSONAL OWNERSHIP:** Considering a task your very own; viewing a task or objective as your responsibility. (QS LAP 5)

**PERSONAL RESPONSIBILITY:** Taking ownership of your behavior and the consequences of your behavior. (PD LAP 7)

**PERSONAL SELLING:** The form of promotion that determines client needs and wants and responds through planned, personalized communication that influences purchase decisions and enhances future business opportunities. (EC LAP 13, IM LAP 7, MK LAP 4, MP LAP 2, PR LAP 1)

**PERSONAL SKILLS INVENTORY:** Assessment tool designed to help determine strengths and weaknesses. (EI LAP 17, QS LAP 16)

**PERSONAL SOURCES:** Contacts that each individual has through his/her customers, friends, or relatives. (SE LAP 115)

**PERSONAL TRAINING:** The sport product that involves doing something to better yourself in a sport. (BA LAP 8)

**PERSONAL TRAIT:** A human characteristic expressed by a consistent pattern of behavior. (EI LAP 2, EI LAP 9, HR LAP 12)

**PERSONALITY:** An individual's qualities or traits and behavior. (EI LAP 9, HR LAP 2, HR LAP 20, IM LAP 9, SE LAP 112, SE LAP 115)

**PERSONNEL RECORDS:** Documents containing information about employees. (NF LAP 1)

**PERSPECTIVE:** Outlook; point of view. (PD LAP 7)

**PERSUADE:** To change a person's mind or to convince someone to take action; a purpose of oral presentation. (QS LAP 9)

Use argument or explanation to promote an idea or belief. (QS LAP 10)

**PERSUASION:** Ability to get people to see things your way, to do things your way, or to agree with you. (QS LAP 10)

**PERSUASIVE:** Convincing; influential. (QS LAP 23)

**PESO:** The currency used in Argentina. (EC LAP 4)

**PESSIMIST:** A person with a negative attitude. (EI LAP 3)

**PETTY CASH FUND:** Small amount of money kept on hand by a business for business purchases. (HR LAP 19)

**PHILANTHROPIC:** Voluntarily generous (EC LAP 21)

**PHILOSOPHY:** The combination of principles, attitudes, or beliefs held by individuals or organizations that influence their behavior. (PR LAP 8)

**PHYSICAL COUNT:** An actual tally of each unit of stock. (DS LAP 3)

**PHYSICAL INVENTORY:** An actual count of the items of stock. (DS LAP 4, DS LAP 6)

**PHYSICAL RESOURCES:** Material items used to accomplish another activity. (SM LAP 1)

**PHYSICAL TRAITS:** Personal traits such as age, sex, height, weight, coloring, build, posture, grooming, and general health. (EI LAP 2)

**PHYSIOLOGICAL NEEDS:** Basic human desires needed to sustain life; first level of needs in Maslow's Hierarchy of Needs. (MN LAP 47)

**PICKET:** A union member involved in a picketing strategy (carrying signs, chanting slogans, etc.) (EC LAP 5)

**PICKETING:** A union pressure strategy in which union members stand near a company's entrance during a conflict or strike, often carrying signs and chanting slogans (EC LAP 5)

**PIGGYBACK FRANCHISE:** A form of ownership in which a retail franchise operates within the facilities of another store; often referred to as the host. (BL LAP 1)

**PILFERAGE:** Theft of small sums of money or inexpensive items; petty theft. (DS LAP 5, RM LAP 4)

**PIRACY:** The act of stealing a person's copyrighted materials. (BA LAP 5)

**PITCH:** The degree of highness or lowness of sound. (HR LAP 20)

**PLACE:** Marketing element focusing on considerations in getting a selected product in the right place at the right time (MN LAP 43, MP LAP 2)

**PLACE (DISTRIBUTION):** Marketing element focusing on considerations in getting a selected product in the right place at the right time. (IM LAP 7, PI LAP 2)

**PLACE DECISION:** The decision to buy from a certain business. (SE LAP 108)

**PLACE SMOOTHING:** The process of dividing a venue into different sections and pricing tickets accordingly. (PI LAP 7)

**PLACE UTILITY:** Usefulness created by making sure that goods or services are available at the place where they are needed or wanted by consumers. (DS LAP 1, EC LAP 13)

**PLAIN TEXT:** A body of information that does not contain special fonts, formatting, or graphics. (PR LAP 13)

**PLAIN TEXT E-MAIL:** An electronic message that does not contain special fonts, formatting, or graphics. (PR LAP 14)

**PLANNING:** The management function of deciding what will be done and how it will be accomplished. (MN LAP 43, SM LAP 3)

The management function of deciding what will be done and how it will be accomplished; the decision-making process of determining what goods or services will be produced and sold. (MK LAP 4)

**PLANNING TOOL:** A chart or computer software program used for project planning. (QS LAP 28)

**PLANT OPERATORS:** Companies that own, sell, erect, and maintain outdoor advertising space. (PR LAP 6)

**PLAYERS' ASSOCIATION:** A union in a professional sport league. (BA LAP 10)

**PODCAST:** A digital recording that is distributed over the Internet and downloaded to a computer or mobile device for playback. (PR LAP 3)

**POINT-COUNTERPOINT:** Method of answering objections in which the salesperson agrees on a valid point made by the customer and then answers the point by offering an equal or superior point; also referred to as superior point or counterbalance method. (SE LAP 100)

**POINT-OF-SALE FRAUD:** Attempts to cheat a business out of money at the time of purchase; may involve cash, checks, or credit cards. (RM LAP 4)

**POINT-OF-SALE TERMINAL:** Computerized cash register that automatically transmits data about each transaction directly to the computer. (DS LAP 3)

**POINT-SALES QUOTAS:** A type of sales-volume quota in which salespeople receive a number of points for each dollar or product sold. (SE LAP 118)

**POLICIES:** General rules to be followed by company personnel. (HR LAP 23)

**POLITICAL CLIMATE:** Government environment (NF LAP 2)

**POLITICAL STABILITY:** The degree to which a government is free from turmoil (NF LAP 2)

**POLYSTYRENE:** A rigid plastic that can be molded into different shapes; often used as an insulator. (IM LAP 3)

**POP-UP ADS:** Promotional messages that appear in a separate browser window. (PR LAP 3, PR LAP 16)

**PORTALS:** Popular starting points for surfing the Web, a gateway to the Web; a directory that offers a variety of features such as news, chats, weather, etc. (PR LAP 3)

**POSITION:** Image or impression of a business or organization that consumers have in their minds. (PR LAP 2)

What someone believes or feels about an idea or issue. (EI LAP 8, QS LAP 3)

**POSITIONAL AUTHORITY:** Authority and responsibility officially assigned to an individual who holds a position and/or a title on an organizational chart; formal authority. (HR LAP 36)

**POSITIONING:** A product mix strategy in which a business creates a certain image or impression of a product in the minds of consumers. (PM LAP 1, PM LAP 16, PM LAP 17)

**POSITIVE ATTITUDE:** An outlook that focuses on the good side of things. (EI LAP 2, EI LAP 3, EI LAP 9, EI LAP 14, HR LAP 20)

**POSITIVE FEEDBACK:** Praise or approval. (EI LAP 15, QS LAP 20)

**POSITIVE REINFORCEMENT:** The act of encouraging a desired response by giving something pleasant. (MN LAP 47)

**POSITIVE SELF-CONCEPT:** A favorable image of one's self. (HR LAP 12)

**POSITIVE SELF-TALK:** A way to think positively by giving yourself a “pat on the back” for your abilities and successes. (EI LAP 3)

**POSSESSION UTILITY:** Usefulness created when ownership of a product is transferred from the seller to the user. (EC LAP 13)

**POST-PURCHASE TOUCH POINTS:** All the opportunities that businesses have after sales transactions to connect with customers and reinforce their brand values. (PM LAP 10)

**POSTAGE METER:** A piece of business equipment that prints postage strips that are used in place of postage stamps. (HR LAP 19)

**POSTER PANELS:** Outdoor advertising space on which posters containing advertising messages are affixed. (PR LAP 3, PR LAP 6)

**POSTING:** Transferring accounting information from a daily journal to the appropriate ledger. (FI LAP 5)

**POSTURE:** The way in which you hold your body when sitting, standing, etc. (EI LAP 18, HR LAP 20, QS LAP 4, QS LAP 9)

**POUNCE:** To make an abrupt assault or approach. (SE LAP 101)

**POWER:** The bargaining power that each person brings to a specific negotiating process. (QS LAP 3)

A person's ability to give another person a specific need or want. (EI LAP 8)

**POWER NEEDS:** Desire to have impact, to be influential, or to control others. (MN LAP 47)

**PRACTICAL OR FRUGAL PERSONALITY:** A basic type of customer personality characterized by the customer's being cautious; disliking experiments; looking for a simple, uncluttered life; and/or looking for value. (SE LAP 112)

**PREDICTIVE RESEARCH:** Marketing research used to help the business forecast future business developments. (IM LAP 5)

**PREEMPTION RATES:** Discount rates offered by broadcasters to advertisers who are willing to have their advertisement slot sold to a higher paying advertiser. (PR LAP 6)

**PREFERRED POSITION:** Newspaper or magazine space thought to attract the greatest audience attention. (PR LAP 6)

**PREGNANCY DISCRIMINATION ACT OF 1978:** A law passed to protect the job rights of pregnant workers by making it illegal to fire or to demote them or to refuse to hire or to promote them because of their pregnancy. (MN LAP 55)

**PREJUDICE:** Opinion or judgment that is based on feeling or hearsay, rather than fact; bias. (EI LAP 15, HR LAP 24)

**PREJUDICED:** Having an opinion or making a judgment based on feeling or hearsay, rather than fact; bias.  
(EI LAP 11, EI LAP 12)

**PREMIUM:** An item a business offers free to the purchaser of a particular product. (PR LAP 18)

**PRE-PURCHASE TOUCH POINTS:** All the opportunities that businesses have before sales transactions to connect with customers and reinforce their brand values. (PM LAP 10)

**PRESCRIBING SOLUTIONS:** The phase of the selling process in which the salesperson recommends specific goods or services that meet the customer's needs. (SE LAP 126)

**PRESENT TENSE:** A verb form that indicates action is going on currently or occurs regularly. (PR LAP 9)

**PRESENTING SPONSORSHIP:** A partnership in which the sponsor's name succeeds the event's name, such as the Grand Ole Opry presented by Cracker Barrel Old Country Store. (SE LAP 127)

**PRESS CONFERENCE:** *See News Conference.* (MK LAP 1, PR LAP 8)

**PRESS KIT:** A set of articles and pictures provided to the media in order to obtain publicity. (PR LAP 8)

**PRESS RELEASES:** Written information provided to the media in order to obtain publicity. (CD LAP 2)

**PRESTIGE PRICING:** Deliberately putting an artificially high price on a good or service to suggest high quality and status. (PI LAP 1)

**PREVENTIVE DISCIPLINE:** An approach to remedial action which concentrates on managing employees in such a way that behaviors which would require discipline are prevented. (MN LAP 53)

**PRICE:** The amount of money paid for a good, service, or resource. (EC LAP 6, EC LAP 12)

Marketing element requiring marketers to determine the amount of money they will ask in exchange for their products. (IM LAP 7, IM LAP 9, MN LAP 43, MP LAP 1, MP LAP 2)

**PRICE CEILING:** A maximum legal price that businesses can charge for certain products (EC LAP 12)

**PRICE COMPETITION:** A type of rivalry between or among businesses that focuses on the use of price to attract scarce customer dollars. (EC LAP 8)

**PRICE CONTROLS:** Government restrictions on the minimum and/or maximum prices of certain products (EC LAP 12)

**PRICE DEALS:** Illegal agreements to price products in a particular manner. (SE LAP 129)

**PRICE DECISION:** The decision a customer reaches on the price s/he is willing to pay for a good or service. (SE LAP 108)

**PRICE-DIRECTED SYSTEM:** A descriptive term for the American private enterprise economy because price determines what people buy, the jobs they take, the success or failure of businesses and the products that will be produced. (EC LAP 15)

**PRICE DISCRIMINATION:** An illegal activity in which a business charges different customers different prices for similar amounts and types of products. (EC LAP 8, EC LAP 16, PI LAP 3)

**PRICE ELASTICITY:** A measure of how sensitive customers are to changes in price. (PI LAP 7)

**PRICE FIXING:** Illegal business agreement in which businesses agree on prices of their goods or services, resulting in little choice for the consumer. (EC LAP 8, PI LAP 3)

**PRICE INFORMATION:** A function of relative prices that is necessary in order for consumers, producers, and resource owners to make important economic decisions; data concerning value/cost. (EC LAP 12)

**PRICE LINING:** The practice of selling goods/services at a limited number of predetermined price points, or levels. (PI LAP 1)

**PRICE POLICY:** A guideline regulating the range of prices for goods and services that businesses offer to customers. (HR LAP 25)

**PRICE SKIMMING:** A pricing strategy that involves setting prices higher than those of the competition. (PI LAP 7)

**PRICE SUPPORTS:** Assistance by government in maintaining the price of a good or service to enable the producers to earn a profit. (EC LAP 16)

**PRICE-TAG SWITCHING:** A type of fraud by which a higher priced tag is removed from goods and replaced by a lower priced tag. (OP LAP 5)

**PRICE-TICKET SWITCHING:** A type of fraud by which a higher priced ticket is removed from merchandise and replaced by a lower priced ticket. (RM LAP 4)



**PRICING:** A marketing function that involves the determining and adjusting of prices to maximize return and meet customers' perceptions of value. (BA LAP 3, CD LAP 2, EC LAP 2, MK LAP 1, MK LAP 4, PI LAP 2, PI LAP 7)

**PRICING OBJECTIVES:** Goals a company hopes to accomplish through its pricing strategies. (PI LAP 2, PI LAP 3)

**PRIMARY CIRCULATION:** The total number of copies of a newspaper or a magazine sold at newsstands or by subscription. (PR LAP 6)

**PRIMARY DATA:** Facts collected specifically for the problem or project at hand. (IM LAP 2, IM LAP 5, IM LAP 11, IM LAP 13)

**PRIMARY DIMENSIONS OF DIVERSITY:** Inborn differences that cannot be changed and affect a person's entire life; include such characteristics as age, gender, race/ethnicity, nationality, physical traits, and abilities (both mental and physical). (EI LAP 11)

**PRIMARY INFORMATION:** New information collected for the purpose at hand. (BA LAP 2)

Marketing information developed from data that are collected for use in one particular situation (IM LAP 2)

**PRIMARY NEEDS:** Desires for things that the body cannot live without, e.g., air, food, and water. (MN LAP 47)

**PRIMARY PRODUCT PROMOTION:** A type of product promotion intended to stimulate demand for an entire class of goods or services. (PR LAP 4)

**PRIME INTEREST RATE:** The interest rate that banks offer to their best credit customers. (EC LAP 1)

**PRIME RATE:** The interest rate offered by banks to their best credit customers. (PU LAP 3)

**PRINCIPAL:** The original amount of a loan on which the amount of interest is based. (FI LAP 2)

The original amount of an investment. (EC LAP 19)

**PRINTED DIRECT MAIL:** Sales letters, catalogs, folders, booklets, and postcards delivered through the postal service. (PR LAP 3)

**PRIORITIES (PRIORITY):** The order of importance of your activities. (HR LAP 4, QS LAP 22)

**PRIORITIZE:** To determine the order for completion of activities based on their importance. (OP LAP 1, PD LAP 14, QS LAP 21)

**PRIVACY POLICIES:** Statements indicating how the business attempts to protect the privacy of its website visitors. (BA LAP 4)

**PRIVATE BRAND:** Brands owned by intermediaries. (PM LAP 6)

**PRIVATE CORPORATION:** A type of corporation owned by a few people that does not offer its shares for sale to the general public; also known as closely held, or close, corporation (BL LAP 1)

**PRIVATE ENTERPRISE SYSTEM:** An economic system in which individuals and groups, rather than the government, own or control the means of production—the human and natural resources and capital goods used to produce goods and services. Also known as free market economy, private profit system, market system, capitalistic system, or free enterprise system (BL LAP 1, EC LAP 2, EC LAP 3, EC LAP 8, EC LAP 15, EC LAP 16, SE LAP 117)

**PRIVATE PROPERTY:** Anything of value that people own. (EC LAP 15)

**PRIVATE SECTOR:** That part of the economy that is owned and controlled by individuals and/or businesses. (EC LAP 16)

**PRIZE INDEMNITY:** A type of insurance that protects organizations or sponsors from loss of income due to contest awards. (BA LAP 10)

**PROACTIVE:** Adapting to the environment in advance of the occurrence of events; taking advantage of opportunities rather than reacting to problems. (CR LAP 1, EI LAP 6, MN LAP 43, PR LAP 19, QS LAP 14)

**PROBE:** To find out what customers think, feel, or know. (SE LAP 120)

**PROBING:** The use of probes, an investigation of what customers think feel, or know. (SE LAP 120)

**PROBLEM:** An issue that needs a solution. (PD LAP 17, QS LAP 26)

**PROBLEM/SOLUTION ORDER:** A way of organizing that describes a problem and a plan for solving it. (QS LAP 9)

**PROBLEM SOLVING:** Finding solutions to obstacles or problems. (PD LAP 10, PD LAP 17, QS LAP 2, QS LAP 5, QS LAP 17, QS LAP 26)

A conflict response mode in which one or both parties exhibit assertive behavior, express a high level of cooperation, and demonstrate the desire to reach a resolution that is satisfactory. (EI LAP 7)

**PROBLEM-SOLVING SKILLS:** The ability to find solutions to obstacles or problems. (PD LAP 4, PD LAP 17)

**PROCEDURE:** The step-by-step process personnel follow in performing a specific task. (HR LAP 23)

**PROCESS:** The way in which an activity is carried out. (EC LAP 19, OP LAP 3)

**PROCESS THEORIES:** Theories of motivation that concentrate on why people behave the way they do and how people go about meeting their needs. (MN LAP 47)

**PROCESSING PRIORITY:** The order in which items are handled; depends upon their perishability, value, or the demand for them. (DS LAP 5)

**PROCRASTINATION:** Putting off until tomorrow what could have been done today. (OP LAP 1, PD LAP 14, QS LAP 21)

**PROCUREMENT:** See purchasing (OP LAP 3)

**PRODUCERS:** The people who make or provide goods and services. (CM LAP 1, CM LAP 2, EC LAP 6, EC LAP 10, EC LAP 12, EC LAP 13, EC LAP 14, EC LAP 17, EC LAP 20, MK LAP 4, SE LAP 117)

**PRODUCT(S):** Marketing element referring to what goods, services, or ideas a business will offer its customers.

(CM LAP 1, CM LAP 2, IM LAP 9, MK LAP 2, MK LAP 4, MN LAP 43, MP LAP 1, PM LAP 8, PM LAP 16, PM LAP 17, PR LAP 2)

Goods and services (EC LAP 1, EC LAP 13, PM LAP 11, SE LAP 117)

The good, service, or idea a business offers its customers. (SM LAP 1, SM LAP 2)

**PRODUCT ANALYSIS SHEET:** A list of a product's features and benefits prepared by the salesperson to assist in the sales presentation. (SE LAP 103)

**PRODUCT BRAND:** A name, term, symbol, or design (or combination of them) that identifies a product and distinguishes it from competitors products. (PM LAP 6)

**PRODUCT DECISION:** The decision a customer makes on the brand, type, model, etc., to buy. (SE LAP 108)

**PRODUCT DECISIONS:** Marketing element referring to what goods, services, or ideas a business will offer its customers. (PI LAP 2)

**PRODUCT DEMONSTRATION:** Actions of the salesperson in the sales presentation that show the product's features. (SE LAP 103, SE LAP 117)

**PRODUCT DEVELOPMENT:** The efforts involved in the creation of a new product. (SM LAP 1, SM LAP 2)

The stage in the creation of a new product in which a working model may be tested, modified, and retested; production costs are estimated and final details of the product are planned, e.g., label, promotion, and distribution. (CR LAP 2, PM LAP 17)

**PRODUCT DIFFERENTIATION:** A strategy for making a product appear different from similar products on the market. (PM LAP 16)

**PRODUCT ELIMINATION:** The removal of a weak product from the market and from the company's product mix, also known as product discontinuation. (PM LAP 17)

**PRODUCT ITEM:** Each individual good, service, or idea that a business offers for sale. (PM LAP 3)

**PRODUCT KNOWLEDGE:** Information about a specific good or service that can be used in sales presentations. (SE LAP 117)

**PRODUCT LIABILITY:** The producer's responsibility for any injury that the business's products may cause. (PP LAP 7)

**PRODUCT LIFE CYCLE:** The stages through which goods and services move from the time they are introduced on the market until they are taken off the market. (IM LAP 3, MK LAP 1, PI LAP 3, PM LAP 11, PM LAP 17, PR LAP 1, SM LAP 2)

**PRODUCT LINE:** A group of related product items. (IM LAP 3, PM LAP 3, PM LAP 6)

**PRODUCT MANAGEMENT:** A career that involves monitoring and developing one or more existing products. (CD LAP 2)

**PRODUCT MANAGER:** An individual who monitors one or more existing products and develops new products (EC LAP 23)

**PRODUCT MIX:** The particular assortment of goods and services that a business offers in order to meet the needs of its market(s) and its company goals. (DS LAP 3, FI LAP 5, MK LAP 1, PI LAP 3, PM LAP 3, PM LAP 17, PR LAP 8)

**PRODUCT-MIX STRATEGIES:** The ways in which businesses handle, or manage, their product mixes. (PM LAP 3)

**PRODUCT PLACEMENT:** A type of “other” media that uses products as props. (PR LAP 1, PR LAP 3)

**PRODUCT POLICY:** A guideline affecting the kinds of goods and services that businesses offer to customers. (HR LAP 25)

**PRODUCT POSITIONING:** In a sponsorship agreement, the sponsor's privilege of having its goods or services used at the event. (SE LAP 127)

**PRODUCT PROMOTION:** A type of promotion that aims to persuade consumers to buy a good or service. (PR LAP 4, SM LAP 1)

**PRODUCT RECALL:** The removal from the marketplace of a product that is defective or hazardous to consumers. (PP LAP 7)

**PRODUCT-RELATED SERVICES:** Services that are offered with a product such as maintenance, delivery, or repair. (PM LAP 17)

**PRODUCT/SERVICE MANAGEMENT:** A marketing function that involves obtaining, developing, maintaining, and improving a product or service mix in response to market opportunities. (BA LAP 3, MK LAP 1, PM LAP 17)

**PRODUCT/SERVICE MIX:** The particular assortment of products that a business offers in order to meet the needs of its markets and its company goals. (BA LAP 3)

**PRODUCT STANDARDS:** Criteria for determining a product's ability to meet specified guidelines or requirements. (EC LAP 4)

**PRODUCT SUBSTITUTION:** Suggesting a product other than the original request when the business does not have the item requested or when the salesperson recognizes the customer's true needs. (SE LAP 111)

**PRODUCT TRADE-NAME FRANCHISE:** A franchise arrangement based on an independent sales relationship between a franchisor and franchisee to stock and sell a specific line of goods; also known as dealership or exclusive distributorship. (BL LAP 1)

**PRODUCTION:** The economic process or activity of producing goods and services. (EC LAP 6, EC LAP 13, EC LAP 14, EC LAP 19, IM LAP 9)

The creation of goods and services from economic resources (OP LAP 4)

**PRODUCTION PLANNING:** Determining how products will be produced and in what amounts (OP LAP 4)

**PRODUCTION PROCESS:** The way in which production is carried out. (OP LAP 4)

**PRODUCTIVE:** Producing favorable or useful results. (HR LAP 4, HR LAP 11)

**PRODUCTIVE RESOURCES:** Natural resources, human resources, and capital goods that enable businesses to produce goods and services wanted by consumers. (EC LAP 14)

**PRODUCTIVITY:** The amount and the value of goods and services produced (outputs) from set amounts of resources (inputs). (CR LAP 1, EC LAP 4, EC LAP 7, EC LAP 18, EC LAP 21, IM LAP 3, OP LAP 2, PM LAP 1)

The amount of work employees perform in a given period, usually their output per hour. (EC LAP 23, MK LAP 2, MN LAP 40)

**PROFESSIONAL DEVELOPMENT:** Steps that an individual takes to enhance or improve skills or traits that are needed to excel in her/his career/profession. (EI LAP 17, HR LAP 35, PD LAP 4)

**PROFESSIONAL ORGANIZATION:** A group of persons in the same profession who form a society to further their common interests—primary focus is generally the expansion of professional knowledge and the maintenance of high professional standards. (CD LAP 1)

**PROFESSIONAL UNION:** A union made up of workers in the same profession, e.g., teachers, nurses (EC LAP 5)

**PROFESSIONAL WARDROBE:** Clothing appropriate for and used in professional work settings. (PD LAP 5)

**PROFESSIONALS:** Athletes who are paid to play a sport, which is often their occupation. (BA LAP 8)

**PROFILE:** A list of the main characteristics of a person or group of persons that creates a "picture" of the person or group. (IM LAP 5, IM LAP 9)

**PROFIT:** Monetary reward a business owner receives for taking the risk involved in investing in a business; income left once all expenses are paid. (BL LAP 2, EC LAP 2, EC LAP 3, EC LAP 12, EC LAP 14, EC LAP 15, EC LAP 17, EC LAP 19, EI LAP 4, FI LAP 4, FI LAP 5, HR LAP 19, HR LAP 25, IM LAP 7, MK LAP 1, MP LAP 2, OP LAP 5, PI LAP 3, PI LAP 4, SE LAP 130, SM LAP 1)

**PROFIT-AND-LOSS STATEMENT:** A summary of business transactions that shows net profit before and after taxes by analyzing sales, purchases, cost of goods sold, and operating expenses for a specified period. (BA LAP 2)

Another name for an income statement. (FI LAP 4, FI LAP 5, FI LAP 6)

**PROFIT MARGIN:** A ratio of net profit (after taxes) divided by net sales that reflects the profit per dollar of sales. (OP LAP 2, PI LAP 2)

**PROFIT MAXIMIZATION:** A profit-oriented pricing objective intended to give the firm the most possible profit. (PI LAP 3)

**PROFIT MOTIVE:** The desire to make a profit, which moves people to invest in business. (EC LAP 2, EC LAP 15)

**PROFIT-ORIENTED PRICING:** A category of pricing objectives that focus on profit for the business (PI LAP 3)

**PROFIT QUOTAS:** A type of financial quota whose use encourages salespeople to be profit oriented, rather than volume oriented. (SE LAP 118)

**PROFITABILITY:** The degree or level of profit of a business or a product. (EC LAP 21, IM LAP 2, MK LAP 2, SE LAP 129)

**PROGRAMMED INSTRUCTION:** A training method that presents material in small units which are followed by examinations to determine trainee's knowledge gain. (SE LAP 123)

**PROGRAMMED THINKING:** A process used to solve problems and generate ideas in logical, analytical, organized ways (PM LAP 11)

**PROGRESSIVE DISCIPLINE:** A form of corrective discipline which calls for administering progressively more severe penalties each time an offense is repeated. (MN LAP 53)

**PROJECT:** Any type of undertaking, or task, that has a distinct beginning and end. (QS LAP 18, QS LAP 19, QS LAP 28)

**PROJECT MANAGEMENT:** The process of planning, scheduling, and monitoring the progress of a project to achieve a specific goal. (QS LAP 18, QS LAP 28)

**PROJECT MANAGER:** Person responsible for overseeing all the activities that are part of a project. (QS LAP 18, QS LAP 28)

**PROJECT PLAN:** A detailed plan for completing a project. (QS LAP 28)

**PROMISSORY NOTE:** A legal form signed by a borrower promising to repay a loan. (FI LAP 2)

**PROMOTING:** The act of communicating information about products, services, images, or ideas to customers or clients. (CD LAP 2)

**PROMOTION:** A marketing function needed to communicate information about goods, services, images, and/or ideas to achieve a desired outcome. (BA LAP 3, CM LAP 2, EC LAP 13, MK LAP 1, MP LAP 1, OP LAP 5, PR LAP 1, PR LAP 2, PR LAP 4, SE LAP 115)

Marketing element referring to the various types of communications that marketers use to inform, persuade, or remind customers of their products. (IM LAP 7, MN LAP 43, MP LAP 2)

**PROMOTION DECISIONS:** Marketing element referring to selection of the various types of communications that marketers use to inform, persuade, or remind customers of their products. (PI LAP 2)

**PROMOTIONAL BUDGET:** The amount of money a business plans to spend on promoting its goods and services during a certain period of time. (PI LAP 2, PR LAP 8)

**PROMOTIONAL DISCOUNT:** A deduction from the seller's price for promoting the seller's merchandise; a function-based discount. (PU LAP 3)

**PROMOTIONAL ITEMS:** Small objects distributed to promote the company. (SE LAP 129)

**PROMOTIONAL MATERIALS:** Information designed to influence buying decisions. (SE LAP 117)

**PROMOTIONAL MIX:** A combination, or blend, of marketing communication channels that a business uses to send its messages to consumers (i.e., advertising, sales promotion, personal selling, and publicity).

(PR LAP 1, PR LAP 8)

**PROMOTIONAL PLAN:** A framework for the promotional activities of a business. (PR LAP 9)

**PROMOTIONAL POLICY:** A guideline affecting the kinds of special activities, such as contests and prizes, that businesses use to attract customers and to increase sales. (HR LAP 25)

**PROMOTIONAL PRICING:** Pricing goods/services at low levels and advertising them heavily.

(PI LAP 1)

**PROMOTIONAL RECORD:** Document containing information about the various types of communications that businesses use to inform, persuade, or remind customers of their products, images, or ideas.

(NF LAP 1)

**PROOFREAD:** To read written materials in order to find and to mark errors for correction. (PR LAP 9)

**PROPRIETARY INFORMATION:** Private information that belongs to an organization and cannot be released to the public (NC LAP 3)

**PROS:** Positive characteristics. (PD LAP 10, QS LAP 2)

**PROSPECT:** Any person or business with the potential to purchase a good, service, or idea; qualified lead.

(IM LAP 11, SE LAP 116, SE LAP 130)

**PROSPECTING:** The act of identifying any person or organization with the potential to buy a product and compiling that information in an organized manner for future use. (SE LAP 115, SE LAP 116, SE LAP 121, SE LAP 126)

**PROSPERITY:** A state of economic growth (NF LAP 2)

**PROTECTIONISM:** A government's policy to protect domestic industries and businesses against foreign competition. (EC LAP 4)

**PROTOTYPE:** An early sample or model of a product. (PM LAP 17)

**PROVISION:** A clause in a legal document that describes specific requirements or conditions (PM LAP 4)

**PSYCHOGRAPHIC SEGMENTATION:** The division of a market on the basis of consumers' lifestyles and personalities. (IM LAP 9, PI LAP 7)

**PSYCHOLOGICAL PRICING:** A pricing method that appeals to the emotional responses of customers and is used by businesses to attract customers to the value of the goods/services offered for sale. (PI LAP 1)

**PSYCHOLOGICAL TEST:** An exam given to job candidates to learn about their emotional and behavioral characteristics. (BA LAP 2)

**PSYCHOLOGY:** The study of a person's or group's thoughts, feelings, and actions. (CD LAP 2)

**PUBLIC BUSINESS/COMPANY:** A business owned by investors who trade its shares via a stock exchange. (NF LAP 1)

**PUBLIC CORPORATION:** A type of corporation that usually sells millions of shares of stock to many stockholders; must make its financial information available to the general public; also known as an open corporation (BL LAP 1)

**PUBLIC GOODS:** Goods and services that are used by all people and cannot be withheld from people who don't help to pay for them. (EC LAP 16)

**PUBLIC HEALTH CIGARETTE SMOKING ACT:** A federal law passed in 1971 to ban radio and television advertising of tobacco products. (PP LAP 7)

**PUBLIC IMAGE:** The way people view the business. (EI LAP 4)

**PUBLIC RELATIONS:** A career that involves dealing with controversial public issues that are related to a company or its products. (CD LAP 2)

A function of business designed to establish good relations between the business and the public. (MP LAP 2, PD LAP 2, PR LAP 19)

**PUBLIC RELATIONS AGENCY:** A business that prepares news releases and other forms of publicity for clients. (PR LAP 10)

**PUBLIC RELATIONS DEPARTMENT:** A division of a business whose function is to establish good relations between the business and the public. (PR LAP 8, PR LAP 10)

**PUBLIC-RELATIONS PROMOTION:** A type of institutional promotion created to deal with controversial public issues that are related to a company or its products. (PR LAP 4)

**PUBLIC SECTOR:** That part of the economy that is owned and operated by government at all levels, e.g., schools, libraries, highway systems. (EC LAP 16)

**PUBLIC-SERVICE PROMOTION:** A type of institutional promotion that informs consumers about noncontroversial issues that are in the public's interest. (PR LAP 4)

**PUBLICATIONS:** Category of advertising media that includes newspapers and magazines that are printed on a regular basis. (PR LAP 3)

**PUBLICITY:** Any nonpersonal presentation of ideas, goods, or services that is not paid for by the company or individual that benefits from or is harmed by it. (IM LAP 7, IM LAP 9, MK LAP 1, MK LAP 4, MP LAP 2, OP LAP 5, PD LAP 2, PP LAP 7, PR LAP 1, PR LAP 19, SE LAP 115)

**PUBLICITY GOALS:** The objectives that a business or organization hopes to achieve through the use of publicity. (PR LAP 8)

**PUBLICITY PLAN:** The steps a business follows in order to reach its publicity goals. (PR LAP 8)

**PUBLICIS:** The audience or intended message receivers of a public-relations message; the sport/event fan bases. (PR LAP 19)



**PULL STRATEGY:** A promotional strategy that involves a producer promoting its products directly to the ultimate consumer or industrial user; intermediaries then purchase the products from the manufacturer to meet customer demand (PR LAP 1)

**PULSING STRATEGY:** A media timing strategy that involves intermittent bursts of advertising. (PR LAP 5)

**PUNCHED PRICE-TICKET STUB:** The portion of a coded price ticket retained by the business; merchandise information punched into the stub is read by the computer scanner. (DS LAP 3)

**PUNISHMENT:** An unpleasant condition used to eliminate undesirable behavior. (MN LAP 47)

**PUNISHMENT TECHNIQUE:** Negative reinforcement given for losing self-control. (EI LAP 14)

**PURCHASE:** Obtaining a good or service. (EC LAP 13)

**PURCHASE AGREEMENT:** A purchase contract that lists the good or service to be purchased, the quantity to be purchased, the price, terms of delivery, payment information, warranty and guarantee information, and other details as needed. (OP LAP 2)

**PURCHASE ORDER:** The form that a business fills out to order goods; may be the same as a purchase agreement or purchase contract. (DS LAP 5, OP LAP 2)

**PURCHASE TOUCH POINTS:** All the opportunities that businesses have during sales transactions to connect with customers and reinforce their brand values. (PM LAP 10)

**PURCHASING:** The buying of goods and services for a business. (OP LAP 2, OP LAP 3, OP LAP 5)

Buying the resources needed for production (OP LAP 4)

**PURCHASING PROCESS:** A series of sequential steps taken by purchasing specialists to buy goods and services for a business. (OP LAP 2)

**PURE COMPETITION:** A market structure in which there are many businesses selling a lot of identical products for about the same price to many buyers (PI LAP 3)

**PURE MONOPOLY:** A condition in which a market is controlled by one supplier, and there are no substitute goods or services readily available (PI LAP 3)

**PURE RISKS:** Chances of loss that carry with them the possibility of loss or no loss. (EC LAP 3)

**PURE SERVICES:** Services provided to consumers without the involvement of any tangible product. (PM LAP 17)

**PUSH STRATEGY:** A promotional strategy that involves a producer promoting its products to intermediaries; intermediaries then promote the products to customers (PR LAP 1)

**PYRAMID SCHEME:** An illegal form of multi-level marketing in which emphasis is placed on collecting initial fees from as many people as possible. (BL LAP 1)

---

## Q

**QUALIFIED PROSPECTS:** Organizations or individuals who have a need for a product, have the ability to pay, have the authority to buy, and are accessible to the salesperson. (SE LAP 116)

**QUALITATIVE DATA:** Facts and figures based on opinion and personal interpretations (IM LAP 2, IM LAP 5)

**QUALITATIVE MEDIA FACTORS:** Characteristics of advertising media and vehicles that are often difficult to measure, such as credibility and editorial environment, that have an influence on their selection. (PR LAP 5)

**QUALITATIVE METHODS:** Forecasting methods based on expert opinion and personal experience. (IM LAP 3)

**QUALITY:** The degree of excellence of a good or service—how good it is. (IM LAP 7, MP LAP 2, PM LAP 15, OP LAP 3, PI LAP 3, SE LAP 113)

**QUALITY ASSURANCE:** A process businesses use to prevent defective products from being created, not just to eliminate or correct them after they've already been produced (OP LAP 3)

**QUALITY CHECK:** An examination of incoming goods or materials to ensure that they meet the quality standards of the purchaser. (DS LAP 5)

**QUALITY CONTROL:** Ensuring the degree of excellence of a good or service. (EC LAP 19, OP LAP 3)

**QUALITY INSPECTION:** A process businesses use to check for defects after products have been produced (OP LAP 3)

**QUALITY OF WORK LIFE:** The general conditions in which employees work. (EC LAP 18)

**QUALITY STANDARDS:** Established specifications used to measure the degree of excellence of a good or service. (PM LAP 8)

**QUANTITATIVE DATA:** Numerical facts and figures (IM LAP 2, IM LAP 5)

**QUANTITATIVE MEDIA FACTORS:** Factors affecting selection of media and vehicles that can be measured numerically. (PR LAP 5)

**QUANTITATIVE METHODS:** Forecasting methods based on numerical market data. (IM LAP 3)

**QUANTITY DISCOUNT:** A deduction from the seller's price for purchasing large volumes or dollar amounts of goods; a volume-based discount. (PU LAP 3)

**QUANTITY STANDARDS:** Established specifications used to measure the amount of work produced. (PM LAP 8)

**QUARTERLY SURVEY OF BUYING INTENTIONS:** Data gathered by the U.S. Bureau of Census as to consumers' intentions to purchase durable goods. (IM LAP 4)

**QUESTIONING:** Using straightforward, non-judgmental questions to clarify or to get more information. (QS LAP 1)

**QUESTIONNAIRE:** A set of written questions designed to gather information. (CD LAP 2, EI LAP 19, IM LAP 5, QS LAP 17)

**QUOTA:** A trade restriction that limits the quantity of goods that can move into or out of a country. (EC LAP 4)

**QUOTAS:** Specific goals to be met. (EC LAP 17, PM LAP 8, SE LAP 129)

---

## R

---

**RACE:** A division of human beings based on their skin color and other physical characteristics. (HR LAP 24, IM LAP 9)

**RACK JOBBER:** A vendor who delivers stock to a business and puts it in racks or other locations for the business. (DS LAP 4)

**RADIO OR TELEVISION ANNOUNCEMENTS:** Brief messages presented by the broadcast media. (PR LAP 8)

**RANDOM CHECK:** A method of checking goods that involves checking a few items or containers chosen at random, rather than each item or container in the shipment; also called spot check. (DS LAP 5)

**RAPPORT:** A good relationship. (SE LAP 108)

**RATE CARD:** Price list used by media vehicles to list their rates and other relevant information. (PR LAP 6)

**RATIFY:** To approve or sanction. (EC LAP 5)

**RATIO:** A comparison created when one number is divided into another. (FI LAP 4)

**RATIONAL:** Logical; reasonable; sensible. (HR LAP 8)

**RATIONAL MOTIVES:** Reasons for buying that appeal to the sense of reason or judgment. (MK LAP 3, SE LAP 109)

**RATIONING:** A function of relative prices that determines who gets the goods and services produced; determining how scarce resources will be distributed. (EC LAP 12)

**RAW FORM:** Natural state or condition. (EC LAP 13)

**RAW-GOODS PRODUCER:** A type of producer that provides goods in their natural state. (EC LAP 20)

**RAW MATERIALS:** Items in their natural state or condition. (DS LAP 4, EC LAP 10, EC LAP 14, FI LAP 6, IM LAP 3, NF LAP 1)

**RAW MATERIALS INVENTORY:** The producer's inventory of materials needed to make its product OP LAP 3)

**REACH:** A quantitative measure of the number of different people in the target audience who are exposed at least once to an advertising message. (PR LAP 5)

**REACHING CLOSURE:** The phase of the selling process in which the salesperson addresses customer objections and asks the customer to buy. (SE LAP 126)

**REACTIVE:** Hesitant to take action; passive; waiting for changes to occur before acting. (MN LAP 43)

**REAFFIRMING THE BUYER-SELLER RELATIONSHIP:** The phase of the selling process that requires the salesperson to utilize techniques to follow up a sale in order to increase the customer's confidence in the buying decision. (SE LAP 126)

**REAL GDP:** The final market value, adjusted for inflation, of the total output of all goods and services produced within a country's geographic boundaries during a year's time (EC LAP 9)

**REASSURANCE:** The act of reinforcing people so that they feel confident. (SE LAP 110)

**REBATE:** A return of part of the price a customer pays for a good or service; usually offered by the product's manufacturer. (EC LAP 8, PR LAP 18)

**RECEIPT-OF-GOODS DATING (ROG):** A dating term indicating that the payment period begins the day the buyer's firm receives the goods from the seller. (PU LAP 3)

**RECEIVING:** The acceptance of a shipment of goods. (DS LAP 5)

**RECEIVING AREA:** A specific area of a business set aside to receive incoming shipments of goods. (DS LAP 4)

**RECEIVING DEPARTMENT:** The area of a business to which goods are delivered by vendors. (DS LAP 3)

**RECEIVING PLATFORM:** The area in the receiving department where goods are unloaded from the carrier's vehicle; also called the loading dock. (DS LAP 5)

**RECEIVING PROCESS:** All of the activities involved in accepting delivery of goods and preparing them for sale to customers. (DS LAP 5)

**RECEIVING RECORDS:** Forms containing data about shipments of goods received by the business. (DS LAP 5)

**RECEPTIVE:** Welcoming; accepting; being willing to receive. (HR LAP 8)

**RECEPTIVITY:** Openness to change and input from others. (EI LAP 9)

**RECESSION:** A six-months' contraction in GDP. (EC LAP 1, EC LAP 3, EC LAP 9)

A state of economic decline (NF LAP 2)

**RECIPIENT:** Anyone to whom something is communicated or given; the receiver. (PR LAP 8)

**RECIPROCAL LINKING:** An arrangement in which web sites agree to link to each other. (PR LAP 16)

**RECIPROCITY:** A method of doing business in which sellers buy from their customers; illegal when required. (SE LAP 129)

**RECKLESS:** A lack of caution; careless of consequences. (PD LAP 2)

**RECOGNITION:** Special notice or attention; acknowledgement of something, usually of a positive quality or aspect of a person, effort, or contribution. (QS LAP 13)

**RECOGNIZE:** To acknowledge or take notice of, as in recognizing a previous acquaintance; to acknowledge with special notice or attention, as in recognizing the efforts and contributions of others. (QS LAP 13)

**RECORD KEEPING:** The process of systematically recording, organizing, and destroying all the types of information necessary for a business's operational and financial decision-making (NF LAP 1)

**RECOURSE:** Someone or something to which one can turn for help. (PM LAP 4)

**RECOVERY:** A period of time in which an economy grows from recession to prosperity (NF LAP 2)

**RECRUITING:** Seeking out and attracting qualified potential employees. (EC LAP 19, HR LAP 35)

**REFERRAL METHOD:** A method of prospecting in which salespersons ask someone they know or someone who uses the salespersons' products to recommend them to others. (SE LAP 116)

**REFERRALS:** Individuals or businesses to whom salespeople are recommended. (SE LAP 115, SE LAP 119)

**REFLECTION:** Taking time to think and talk about an important issue. (QS LAP 6)

**REFRESHER TRAINING:** Training provided for experienced salespeople to reinforce previous training and keep them up to date. (SE LAP 123)

**REGISTERED MARK:** A mark that has been registered with the U.S. Patent and Trademark Office for legal protection, designated by the symbol ®. (PM LAP 14)

**REGULAR CREDIT ACCOUNT:** A credit account that allows credit users to buy at any time during a set period, usually 30 days; also called an open account. (FI LAP 2)

**REGULATED MONOPOLY:** Monopoly that the government allows to exist legally. (EC LAP 8)

**REGULATORY FACTORS:** Consumer protection and federal antitrust laws that affect businesses. (SE LAP 121)

**REIMBURSE:** Pay back or refund money someone has spent. (HR LAP 19)

**REINFORCEMENT THEORY:** A theory of motivation that is focused on the individual's environment and its consequences for the person; assumes behavior is learned from the environment rather than from one's inner needs. (MN LAP 47)

**RELATED PRODUCTS:** Goods and services that can be used with the customer's original purchase. (SE LAP 110)

**RELATED PRODUCT CLOSE:** A closing technique that uses products that go with the item being presented to help customers make buying decisions. (SE LAP 107)

**RELATEDNESS NEEDS:** Desires for relationships with others. (MN LAP 47)

**RELATIONSHIP BUYING:** The purchases a customer makes because of a long-term relationship s/he has established with a business (CR LAP 2)

**RELATIONSHIP MARKETING:** A strategy in which businesses spend time with current and prospective clients outside the office setting to enhance the partnership. (SE LAP 127)

**RELATIVE PRICE:** One price compared to another; the ratio between two prices (EC LAP 12)

**RELEVANT:** Pertaining to the topic at hand. (QS LAP 29)

**RELEVANT VARIABLES:** The types of information studied in a marketing-research project (e.g., brand awareness, customer satisfaction, etc.); also known as constructs (IM LAP 13)

**RELIABLE:** Giving the same results every time. (IM LAP 5)

Doing what you say you will do. (EI LAP 16)

**RELIGION:** A system of personal beliefs influencing one's actions. (IM LAP 9)

**RELOCATION:** Moving from one place to another. (IM LAP 9)

**REMEDIAL ACTION:** A supervisory tool used to obtain desirable workplace behavior from employees by shaping or correcting employee behavior and attitudes. (MN LAP 53)

**REMINDER SERVICE:** E-mail messages sent to help individuals remember an event or business. (PR LAP 13)

**RENT:** Money payments for the use of land or property. (EC LAP 14, FI LAP 6)

**RENTAL OR LEASE AGREEMENTS:** Contracts in which one party takes possession of the property of another for a specific period of time for a certain amount of money. (EC LAP 3)

**RENTED-GOODS SERVICE:** A product that involves giving consumers limited use of a good for a certain period of time. (PM LAP 15)

**REORDER POINT:** The level of inventory at which an order for new stock should be placed. (DS LAP 2, DS LAP 3)

**REPEAT BUSINESS:** Customers who continue to buy from a company, salesperson, etc. (SE LAP 117, SE LAP 130)

**REPORT:** A document that summarizes information in an organized manner. (EC LAP 19)

**REPUTATION:** A person's good name; quality of character. (QS LAP 10, SE LAP 130)

A person's or business's good name. (MK LAP 3)

**RESALE:** The process of selling again. (SE LAP 117)

**RESEARCH:** Investigation or inquiry. (EC LAP 14, IM LAP 7, IM LAP 9)

**RESEARCH AND DEVELOPMENT:** Activities involved in gathering information and creating goods and/or services based on that information. (OP LAP 5)

**RESEARCH DESIGN:** A master plan detailing how research will be carried out; identifies types of data needed, how much data to collect, where to find the data, what data-collection methods to use, and how data will be analyzed (IM LAP 5)

**RESEARCH OBJECTIVE:** A formal statement of what a marketing-research study will achieve (IM LAP 13)

**RESEARCH PROBLEM:** A question that asks what needs to be done to solve a decision problem (IM LAP 13)

**RESIDENTIAL INVESTMENT:** The money landlords invest in the buildings and the equipment they own and rent to others. (EC LAP 1)

**RESIST:** To oppose or dispute. (QS LAP 15)

**RESISTANCE:** The act or capacity for resisting, opposing, or withstanding. (HR LAP 8, QS LAP 23)

**RESOLUTION:** The outcome of a conflict. (EI LAP 7)

**RESOURCE(S):** Any item that is used to accomplish another activity, such as producing/providing goods and services. (EC LAP 2, EC LAP 17, EC LAP 19, IM LAP 7, QS LAP 11, QS LAP 12, SM LAP 1)

An item or person that can be tapped (or used) to accomplish an objective. (QS LAP 22)

Items that are needed to complete a project. (QS LAP 18, QS LAP 19, QS LAP 28)

Any item that can be used to produce goods and services. (EC LAP 6, MP LAP 2, SM LAP 3)

**RESOURCE OWNERS:** Those who provide human resources, natural resources, and capital goods in order for production to take place. (EC LAP 6, EC LAP 12, EC LAP 14)

**RESOURCEFULNESS:** The ability to act imaginatively when new ideas or solutions are required. (EI LAP 2)

**RESPECT:** Regard or esteem. (CR LAP 1, EI LAP 19, PD LAP 7, QS LAP 4, QS LAP 8)

**RESPONSIBILITY:** Fulfilling one's obligations in a dependable, reliable manner. (EI LAP 16, QS LAP 8)

The duty to get the job done (EC LAP 23)

**RESPONSIBILITY CHART:** A project-planning tool that shows who is responsible for accomplishing the tasks required for completing a project. (QS LAP 28)

**RESPONSIBLE BEHAVIOR:** Words and actions associated with fulfilling one's obligations in a dependable, reliable manner. (PD LAP 7)

**RESULTS-ORIENTED GOAL:** A goal that is focused on the outcome—and on the performance that brings about that outcome. (QS LAP 22)

**RETAIL INSTALLMENT SALES ACTS (RISA):** State laws governing installment sales of personal property. (FI LAP 2)

**RETAILER(S):** A business that buys consumer goods or services and sells them to the ultimate consumer. (CM LAP 1, CM LAP 2, EC LAP 13, EC LAP 20, FI LAP 3, IM LAP 9, OP LAP 2, SE LAP 117)



**RETAILING:** A career that involves providing a product directly to the ultimate consumer. (CD LAP 2)

**RETURN:** Business profit. (BA LAP 2)

Income received from an investment. (EC LAP 3)

**RETURN ON CAPITAL:** A measure of how well a business generates cash flow in relation to the capital it has already invested into itself. (FI LAP 7)

**RETURN ON EQUITY:** Financial ratio calculated by dividing net income by book value. (SM LAP 1)

**RETURN ON INVESTMENT:** A profit-oriented pricing objective in which the business bases the amount of profit it wants to earn on the amount of its capital investment (MN LAP 50, PI LAP 3)

Income received from an investment in a business. (FI LAP 5)

Net profit divided by investment or the "bottom line" on how successful an ad or campaign was in terms of what the returns (generally sales revenue) were for the money expended (invested). (PR LAP 17)

Financial ratio calculated by dividing net profit by investment. (SM LAP 1)

**RETURN ON SALES:** A profit-oriented pricing objective in which the business bases the amount of profit it wants to earn on the amount of its sales; often called target return (PI LAP 3)

**RETURNS:** Goods that are taken back to a business because the customers are dissatisfied with the goods for some reason. (DS LAP 4)

**REVENUE:** Income; often used to refer to government's income from various taxes. (EC LAP 3)

**REVENUE(S):** Sales or gross income. (EC LAP 19)

The total amount of money earned by a business; income. (FI LAP 4)

**REVERSE BRAINSTORMING:** A problem-solving tool used to generate ideas and possible solutions; instead of identifying ways to solve a problem, identifying ways to make the problem worse. (PD LAP 17, QS LAP 26)

**REVITALIZE:** To restore the life or energy to something. (PD LAP 2)

**REVOLVING CREDIT ACCOUNT:** A type of credit account that limits the total amount of money that may be owed and charges interest on outstanding balances. (FI LAP 2)

**REWARD:** A tangible item that is given in return for someone's service or accomplishment. (QS LAP 13)

**REWARD TECHNIQUE:** Positive reinforcement given for showing self-control. (EI LAP 14)

**RICH MEDIA E-MAIL:** An electronic message that contains such things as graphics, sound, video, and animations. (PR LAP 14)

**RIGHT OF FIRST REFUSAL:** An element of a sponsorship agreement that says that the event organizers will allow the sponsor the opportunity to renew the contract before offering it to any other sponsors. (BA LAP 10)

**RIGHT OF PRIVACY:** A type of law that protects a person mentally and emotionally; prevents intrusion upon a person's seclusion, giving a person an unreasonable amount of publicity, or placing a person in a false light. (BA LAP 10)

**RIGHT OF PUBLICITY:** A type of law that protects a person financially; prevents the unauthorized use of a person's name and likeness for financial gain. (BA LAP 10)

**RIGHT-TO-WORK LAWS:** Laws passed by individual states that allow employees to decide whether they want to join a union. (EC LAP 5)

**RIGID:** Unbending; stiff. (HR LAP 4)

**RIM:** Outer edge. (HR LAP 4)

**RISK:** The possibility of loss or failure. (BA LAP 2, CM LAP 2, EC LAP 2, EC LAP 3, EC LAP 21, EI LAP 10, HR LAP 8)

**RISK MANAGEMENT:** A business activity that involves the planning, controlling, preventing, and procedures used by management to limit business losses; optimizes the relationship of potential loss to gain.  
(BA LAP 10)

**RISK MANAGEMENT PLAN:** A business document that involves the planning, controlling, preventing and procedures involved in limiting business losses; optimizes the relationship of potential loss to gain.  
(SM LAP 1)

**RISK TAKING:** Understanding and accepting the responsibility of not knowing the outcome of your actions. (QS LAP 15)

**ROBBERY:** Theft that involves the use of force, violence, or fear. (RM LAP 4)

**ROBINSON-PATMAN ACT:** A federal regulation that prohibits price discrimination.  
(EC LAP 8, PI LAP 7, SE LAP 121)

**ROBOTICS:** A mass production technique in which robots carry out the repetitive tasks that workers would find monotonous and tiring. (OP LAP 4)

**ROLE MODEL:** A person whose behavior is imitated by others. (EI LAP 4, EI LAP 16, EI LAP 17, QS LAP 16, QS LAP 27)

**ROLE PLAYING:** An instructional method in which trainees are presented a situation and are given roles to play, but no script is involved. (MN LAP 50, SE LAP 123)

**ROLES:** Parts or positions that one plays in life in response to the various demands of society (i.e., child, student, worker, parent, etc.). (HR LAP 12)

**ROLLING BUDGET:** Also called a continuous budget, a rolling budget replaces each passing month with a new month added to the end of the budget, so that there is always a year-long budget in place. (FI LAP 3)

**ROUTINE DECISION:** A type of decision that doesn't require much (or any) consideration.  
(PD LAP 10, QS LAP 2)

**ROUTINELY:** Done on a daily basis. (HR LAP 4)

**ROUTING:** The production activity that determines the sequence for the steps in the production process. (OP LAP 4)

**ROYALTY:** Fees paid to a parent company that are often based on a percentage of the franchise's profits; a percentage of actual sales that a licensee pays to a licensor; usually anywhere from 5 to 15% (BL LAP 1)

A percentage of actual sales that a licensee pays to a licensor; usually anywhere from 5 to 15 percent. (EC LAP 22, PM LAP 12, PM LAP 14, SM LAP 1)

**RUN OF PAPER (ROP):** Print media space-purchase option that allows the publisher to place the advertisement anywhere in the publication and the advertiser to receive a lower rate. (PR LAP 6)

**RUN OF SCHEDULE (ROS):** Broadcast media time-purchase option that allows the station to run the spot at its convenience and the advertiser to receive a lower rate. (PR LAP 6)

**RUTHLESS:** Willing to win at any cost. (EI LAP 10)

---

## S

**SABOTAGE:** Interfering with a process or plan in an underhanded manner. (SE LAP 129)

**SAFETY:** Freedom from danger, risk, or injury. (RM LAP 2)

**SAFETY HAZARD:** Any situation that has the potential to cause bodily harm. (RM LAP 2)

**SAFETY STOCK:** Extra stock purchased to prevent stockouts. (DS LAP 2, DS LAP 3)

**SAFETY/SECURITY NEEDS:** Desires to be free of the fear of physical danger and deprivation of basic physiological needs; second level of needs in Maslow's Hierarchy of Needs. (MN LAP 47)

**SALARIES:** Money payments for labor. (EC LAP 14)

**SALE PRICING:** Pricing items at low levels and promoting them for a limited period of time. (PI LAP 1)

**SALES:** A career that involves responding to consumer needs and wants through planned, personalized communications intended to influence purchase decisions and ensure satisfaction. (CD LAP 2, SE LAP 130)

**SALES AND MARKETING EXECUTIVES INTERNATIONAL:** An organization whose members are executives concerned with sales and marketing management, research, training, etc. Address: Statler Office Tower, No. 458, Cleveland, OH 44115. (CD LAP 1)

**SALES CHECK:** Form used to record information about specific sales transactions. (DS LAP 3)

**SALES CLOSE:** The point in a sales presentation at which the customer makes a favorable buying decision.  
(SE LAP 117, SE LAP 130)

**SALES DIALOG:** Discussion between the salesperson and the customer during the sales presentation in which the salesperson describes the product features and customer benefits. (SE LAP 103, SE LAP 117)

**SALES FINANCE COMPANY:** A business that purchases borrowers' contracts from sellers and receives the borrowers' payments. (FI LAP 2)

**SALES FORCE COMPOSITE:** A qualitative sales forecasting method that gathers opinions from the sales force. (IM LAP 4)

**SALES FORECAST:** A prediction of future sales over a specific period of time. (FI LAP 3, IM LAP 2, IM LAP 3)

**SALES INVOICE:** An itemized statement of money owed for a good or service (IM LAP 11)

**SALES JOURNAL:** An accounting record used to record the business's daily receipts. (FI LAP 5)

**SALES MANAGEMENT SURVEY OF BUYING POWER:** A yearly publication that gives market and sales data broken down by region, state, county, metropolitan statistical areas, and towns of more than 25,000. (IM LAP 4)

**SALES OPENING:** The beginning step in a selling process when the customer and the salesperson first communicate. (SE LAP 117)

**SALES-ORIENTED PRICING:** A category of pricing objectives that focus on increasing total amount of income from sales. (PI LAP 3)

**SALES PRESENTATION:** The sales procedure in which the salesperson shows the customer the benefits of the product's features; includes the sales dialog and product demonstration. (SE LAP 103, SE LAP 115, SE LAP 117, SE LAP 130)

**SALES PROMOTION:** Promotional activities other than advertising, personal selling, and publicity that stimulate customer purchases. (IM LAP 7, MK LAP 1, MK LAP 4, MP LAP 2, PR LAP 1, PR LAP 18)

**SALES QUOTAS:** Specific selling goals set for members of the sales force. (IM LAP 4, SE LAP 118)

**SALES REVENUES:** Money that comes into the business from the sale of goods and services; also called income from sales. (FI LAP 5, PI LAP 4)

**SALES TRAINER:** A company employee or an outside consultant selected to deliver a sales training program. (SE LAP 123)

**SALES TRAINING:** A systematic process for enabling salespeople to acquire the attitudes, knowledge, and skills that are needed in order to attain organizational goals. (SE LAP 123)

**SALES TRENDS:** The direction in which sales are moving, i.e., increasing or decreasing. (FI LAP 5)

**SALES VOLUME:** The amount of a firm's sales; usually expressed in dollars. (IM LAP 3, PI LAP 3, SM LAP 1)

**SALES VOLUME ANALYSIS:** A breakdown of sales volume data that allows a company to measure its actual sales against a number of different criteria (IM LAP 11)

**SALES-VOLUME QUOTAS:** Quotas based on sales or some aspect of sales volume; expressed in terms of dollars, physical units, or points. (SE LAP 118)

**SALESPERSON:** An individual employed to advance and/or facilitate the exchange of a good or service. (EC LAP 13, SE LAP 130)

**SAMPLING:** The process of choosing a representative group of consumers to survey. (IM LAP 5)

**SANCTIONING BODIES:** Groups or organizations that regulate sports and sports participants. (BA LAP 8)

**SANCTIONS:** Financial penalties or fines. (CM LAP 2)

**SARBANES-OXLEY ACT:** A U.S. regulation mandating that public businesses comply with specific accounting requirements. (EC LAP 21, NF LAP 1, NF LAP 3)

**SATISFACTION:** Feeling fulfilled after accomplishing a task or objective. (QS LAP 5)

**SAVINGS AND LOAN ASSOCIATION:** A financial institution that offers savings accounts and makes loans to borrowers, most of which are for real-estate purchases. (FI LAP 2)

**SCALAR PRINCIPLE:** Creating authority that flows in a clear, continuous line (EC LAP 23)

**SCALE:** Degree of size. (QS LAP 22)

**SCAM:** A plan to gain money by deceiving people. (SE LAP 129)

**SCANNER:** The wand or electronic screen that "reads" UPC codes found on products and enters product information into the computer. (DS LAP 2, IM LAP 5)

**SCARCE:** Limited. (EC LAP 2, EC LAP 8, EC LAP 10, SE LAP 117)

**SCARCITY:** A condition resulting from the gap between unlimited wants for goods and services and limited resources. (EC LAP 6, EC LAP 17)

**SCHEDULES:** Plans that list the order of activities and completion times; timetables. (QS LAP 18)

**SCHEDULING:** The production activity that establishes the timetable to be followed in production. (OP LAP 3, OP LAP 4)

**SCOPE:** The number of tasks involved in a job and the frequency with which they occur. (EC LAP 7)

**SCREENING:** Reviewing in order to make a decision as to what should be kept and what should be discarded. (PM LAP 17)

**SCREENREADER:** A device that reads words appearing on a computer screen. (BA LAP 5)

**SEASON TICKET SALES:** In sports, the marketing of "full memberships" or complete season-long ticket packages to individuals or companies. (PD LAP 6)

**SEARCH ENGINE:** Software program that automatically crawls the Web looking for information pertaining to specified search terms and displays a list of results. (BA LAP 3, PM LAP 9, PR LAP 6)

**SEARCH ENGINE LISTING:** An online advertisement appearing in a list of websites generated by a search engine in response to a key word or words (PR LAP 1)

**SEARCH ENGINE OPTIMIZATION:** The process of designing and submitting web pages so that they can be found easily by spiders in order to obtain a good position in the search results. (PR LAP 16)

**SEARCH ENGINES:** Software programs that automatically crawl the Web looking for information pertaining to specified search terms and display a list of results. (PR LAP 16)

**SEASONAL BUSINESSES:** Companies that operate only during certain seasons of the year. (EC LAP 14)

**SEASONAL DISCOUNT:** A deduction from the seller's price for ordering products in advance of the season; a time-based discount. (PU LAP 3)

**SEASONAL GOODS:** Goods appropriate to a particular season of the year, e.g., lawn mowers or Christmas ornaments. (DS LAP 3)

**SEASONAL PRODUCT:** Any product that is only used at certain times of the year. (DS LAP 1)

**SECONDARY CIRCULATION:** The number of pass-along readers of a publication who do not purchase the publication. (PR LAP 6)

**SECONDARY DATA:** Facts and figures that have been collected for purposes other than the project at hand.

(IM LAP 2, IM LAP 5, IM LAP 11, IM LAP 13)

**SECONDARY DIMENSIONS OF DIVERSITY:** Differences that may change at various points throughout one's lifetime; include such characteristics as language, religion, income, geographic location, family status, work experience, communication style, and education level. (EI LAP 11)

**SECONDARY INFORMATION:** Marketing Information developed from data that have already been collected by others. (BA LAP 2, IM LAP 2)

**SECONDARY NEEDS:** Desires for things that the body can live without; learned desires. (MN LAP 47)

**SECONDARY PRODUCT PROMOTION:** A kind of product promotion intended to stimulate demand for a particular brand of a product. (PR LAP 4)

**SECURE CONNECTION:** A link between a customer's computer and a merchant's computer that cannot be hacked into to obtain private information. (PR LAP 15)

**SECURE ELECTRONIC TRANSACTION (SET):** A security measure that protects online credit-card transactions using encryption and a mechanism by which account information can only be read by the customer's credit-card company. (BA LAP 4)

**SECURE SOCKETS LAYER (SSL):** A security measure that protects online credit-card transactions using encryption and a mechanism by which only the merchant's software is able to unscramble the data. (BA LAP 4)

**SECURED LOAN:** A type of loan in which the borrower pledges to the lender some valuable possession as collateral, or security, to guarantee that the loan will be repaid. (FI LAP 2)

**SECURED PAYMENT SYSTEM:** A method for protecting online credit-card transactions that uses encryption and/or a mechanism by which account information can only be read by specified parties. (PR LAP 15)

**SECURITIES AND INVESTMENTS INDUSTRY:** The total of businesses consisting of brokerage firms, investment banks, and stock exchanges, all of which support the flow of funds from investors to companies and institutions. (PD LAP 15)

**SECURITY:** Techniques for protecting information stored on computers or in transit over the Internet. (BA LAP 4)

**SECURITY PROBLEMS:** Activities that threaten the security of the business or its property. (RM LAP 4)

**SEGMENT MARKETING:** The classification of customers into similar groups in order to appeal to one or more individual segment(s). (IM LAP 9)

**SELECTIVE BINDING:** Printing technique that involves placing different sections of targeted advertising and editorial information in specific editions of a magazine. (PR LAP 6)

**SELECTIVE DISTRIBUTION:** A distribution pattern in which a producer sells a product through a limited number of middlemen in a geographic area. (CM LAP 2)

**SELF-ACTUALIZATION NEEDS:** Desires to maximize an individual's potential; desires to become all that one is capable of becoming at that point in time; fifth level of needs in Maslow's Hierarchy of Needs. (MN LAP 47)

**SELF-AWARE:** **Conscious of one's own strengths, weaknesses, and emotions.** (PD LAP 4)

**SELF-AWARENESS:** A person's knowledge of his/her own emotions. (EI LAP 16)

**SELF-CONCEPT:** Your image of yourself; the way(s) in which you see yourself. (HR LAP 2, HR LAP 12, PD LAP 5)

**SELF-CONFIDENCE:** A positive belief in your own talents, skills, and objectives. (EI LAP 2, EI LAP 6, EI LAP 9, EI LAP 16, EI LAP 18, PD LAP 15, QS LAP 14)

**SELF-CONTROL:** Restraint of your feelings, words, and actions. (EI LAP 6, EI LAP 9, EI LAP 14, EI LAP 15, QS LAP 4, QS LAP 8, QS LAP 14, QS LAP 20)

**SELF-EMPLOYED:** An individual who is her/his own boss. (PD LAP 4)

**SELF-ESTEEM:** How you feel about yourself at any given time. (EI LAP 17, EI LAP 18, HR LAP 2, HR LAP 4, HR LAP 12, PD LAP 5, QS LAP 4)

The way a person feels about him/herself at any given time. (EI LAP 15, QS LAP 20)

**SELF-ESTEEM NEED:** Desire for high self-esteem and recognition from others. (QS LAP 13)

**SELF-IMAGE:** The way a person feels about him/herself. (PI LAP 1)

**SELF-INFORMATION:** Facts about yourself. (HR LAP 2)

**SELF-INTEREST:** Giving priority to what benefits oneself. (EC LAP 13)

Concern for what interests or profits oneself. (QS LAP 17)

**SELF-MANAGEMENT:** The ability to direct and control one's emotions in a way that is purposeful. (EI LAP 16)

**SELF-MOTIVATION:** An inner drive to complete tasks and accomplish goals. (EI LAP 9)

**SELF-OBSERVATION:** An evaluation of one's own conduct in order to identify strengths, weaknesses, and/or problem behavior(s). (EI LAP 14)

**SELF-SERVICE STORE:** A business in which customers usually help themselves and need not be approached at all. (SE LAP 101)

**SELF-SERVING:** Giving priority to one's own interests. (MN LAP 47)

**SELF-UNDERSTANDING:** Comprehending one's own interests, abilities, values, attitudes, and personality traits and recognizing their effects on one's behavior; knowing yourself. (HR LAP 2)

**SELLER'S MARKET:** The best time for producers to sell; characterized by large demand, small supply, and high prices (EC LAP 11, EC LAP 12)



**SELLING:** A marketing function that involves determining client needs and wants and responding through planned, personalized communication that influences purchase decisions and enhances future business opportunities. (BA LAP 3, MK LAP 1, PD LAP 15)

A marketing function that involves determining client needs and wants and responding through planned, personalized communication that influences purchase decisions and ensures satisfaction. (SE LAP 117)

**SELLING ACTIVITY POLICIES:** Guidelines for selling activities that involve interaction with customers or potential customers. (SE LAP 121)

**SELLING POLICIES:** General rules established by management to guide the personal selling effort and outline how things must be done. (SE LAP 121)

**SELLING PRICE:** The amount a seller charges the purchaser for a good or a service. (PI LAP 3, PI LAP 4)

**SELLING PROCESS:** A systematic approach to selling that consists of a sequence of selling phases intended to assist salespeople in achieving their goal of making a sale. (SE LAP 126)

**SELLING SKILLS:** The ability to determine customers' needs, wants, and buying motives; to open and close sales; to question customers; to handle customer objections; suggest additional or substitute items; demonstrate products; and follow up sales. (SE LAP 117, SE LAP 123)

**SEMI-VARIABLE COSTS:** Business costs that vary to some extent in response to sales. (PI LAP 4)

**SENIORITY:** The amount of time an employee has worked for a company (EC LAP 5)

**SENSITIVE:** Aware of and responsive to the feelings of others. (EI LAP 12)

**SENSITIVITY:** Responsiveness to the feelings of others. (QS LAP 8)

**SENSITIVITY TRAINING:** An instructional method in which trainees learn how their behavior affects other people; goal is to develop sensitivity and trust. (MN LAP 50)

**SENTENCE FRAGMENT:** A group of words that does not present a complete thought. (PR LAP 9)

**SEPARABILITY:** A product's ability to be considered apart from its provider. (PM LAP 15)

**SEQUENCING:** Determining the route of materials through the production process (OP LAP 3)

**SEQUENTIAL:** In logical order, as in first, second, and third. (QS LAP 24)

**SERIES DISCOUNT:** Two or more discount percentages quoted in succession. (PU LAP 3)

**SERVICE(S):** Intangible activities that are performed by other people for money; productive acts that satisfy economic wants. (CM LAP 1, EC LAP 1, EC LAP 10, EC LAP 13, MK LAP 2, MK LAP 4, OP LAP 2, OP LAP 4, PM LAP 3, PM LAP 13, PM LAP 15, PM LAP 17, PR LAP 2, SE LAP 117, SM LAP 2)

An intangible object that can be sold, e.g., haircuts, insurance, dry cleaning, etc. (EC LAP 6)

**SERVICE APPROACH:** A polite question that indicates willingness to be of service to the customer. (SE LAP 101)

**SERVICE ATTITUDE:** A salesperson's commitment to the client's needs as expressed through his/her professional behavior. (SE LAP 115)

**SERVICE BUSINESS:** A type of business that performs intangible activities that satisfy the wants of consumers or industrial users. (EC LAP 18, EC LAP 20, FI LAP 3, OP LAP 3)

**SERVICE CREDIT:** Credit used for utilities that have been consumed but not yet paid for (FI LAP 2)

**SERVICE MARK:** A word, name, symbol, or device used to identify and distinguish a company's services, including a unique service, from those of another service provider. (PM LAP 14)

**SERVICE MARKETING:** A career that involves performing acts to satisfy needs and wants. (CD LAP 2)

**SERVICE POLICIES:** Guidelines governing the support a company provides to the customer after the sale through return, repair, and installation policies. (HR LAP 25, SE LAP 121)

**SET-UP FEE:** A charge to merchants for setting up a system so that customers can pay by credit card. (PR LAP 15)

**SEXUAL HARASSMENT:** Any unwelcomed sexual remarks, advances, conduct, or requests made to another person. (EI LAP 4, HR LAP 24, MN LAP 44, MN LAP 55)

**SEXUAL ORIENTATION:** An individual's sexual preference for members of the same, opposite, or both sexes. (HR LAP 24)

**SHALLOW PRODUCT MIX:** A description of the depth of a business's product mix offering few items in the product line. (PM LAP 3)

**SHARED MAIL:** Less expensive direct-mail promotion in which a company bundles a circular with weekly coupons and delivers it to consumers. (PR LAP 6)

**SHARED TIME:** The use of two employees to share the responsibility for one full-time position. (EC LAP 14)

**SHAREHOLDER:** Anyone who owns stock in a corporation; also known as a stockholder. (BL LA 2, EC LAP 3)

**SHARES OF STOCK:** Units of ownership in a corporation. (EC LAP 19)

**SHERMAN ANTITRUST ACT:** A federal regulation intended to prevent monopolies from forming and prices from being fixed. (BA LAP 10, EC LAP 8, PI LAP 7, SE LAP 121)

**SHOPLIFTING:** Customer theft of goods from a business. (DS LAP 4, RM LAP 4)

**SHOPPING CART:** Computer program designed to act as an online catalog and order processing center. (PM LAP 9, PR LAP 15)

**SHOPPING PRODUCTS:** Consumer goods and services purchased after the customers compare to get the best quality, price, and/or service. (EC LAP 10, PR LAP 1, SE LAP 101)

**SHORT-CHANGE ARTISTS:** Thieves who try to confuse cashiers into giving them more change than is due. (RM LAP 4)

**SHORT-CHANGE FRAUD:** A method of point-of-sale fraud in which thieves try to confuse cashiers into giving them more change than is due. (RM LAP 4)

**SHORT MESSAGING SERVICE (SMS):** Technology that allows people to send text messages over their cell phones. (PR LAP 3)

**SHORT-TERM FORECAST:** A sales forecast for a period of a year or less. (IM LAP 3, IM LAP 4)

**SHORT-TERM GOALS:** Objectives that take less than a year to achieve. (PD LAP 16)

The physical inventory is less than the perpetual inventory. (DS LAP 5, DS LAP 6)

**SHOW 'EM:** Method of answering objections in which the salesperson answers the objection by showing the product in use; also called the demonstration method. (SE LAP 100)

**SHOWMANSHIP:** The use of dramatic techniques to show the product's features. (SE LAP 103)

**SICK-OUT STRIKE:** A union pressure strategy in which all employees call out "sick" at the same time (EC LAP 5)

**SIGNATURE:** Text or images appearing at the bottom of an e-mail indicating a person's or business's identity, contact information, and/or offer. (PR LAP 14)

**SILENCE:** A negotiating strategy that involves listening but not speaking; often used when a situation becomes emotionally heated or when the other party does not like a specific message. (EI LAP 8, QS LAP 3)

**SILENCE CLOSE:** A closing technique in which the salesperson stops talking after the presentation to allow the prospect time to think and to respond. (SE LAP 107)

**SILHOUETTE:** The shape or outline of a garment or outfit. (PD LAP 5)

**SIMILE:** A figure of speech in which two unlike things are compared using the words "like" or "as" (PM LAP 11)

**SINCERITY:** Genuineness. (QS LAP 8)

**SIT-DOWN STRIKE:** A union pressure strategy in which employees stay on the job but refuse to work; also known as sit-in strike (EC LAP 5)

**SITE ANALYSIS:** A career that involves the collection and interpretation of information about web site visitors. (PD LAP 3)

**SITE ARCHITECTURE:** A career that involves putting information on the WWW in a logical format so that Internet users can find what they are looking for. (PD LAP 3)

**SITE DESIGN:** A career that involves the creation of the visual elements that make web sites attractive to users. (PD LAP 3)

**SITE MAP:** A flowchart that puts information on the Web in a logical format so that Internet users can find what they are looking for. (PR LAP 15)

**SITE OBJECTIVES:** Goals to be reached by web sites. (PR LAP 15)

**SITUATION ANALYSIS:** A determination of a firm's current business situation and the direction in which the business is headed. (IM LAP 2, MP LAP 1)

Exploratory research conducted with the purpose of providing a more complete understanding of the problem and the total business environment in which it exists (IM LAP 13)

**SITUATIONAL FACTORS:** Existing conditions that affect a business and its advertising activities. (PR LAP 5)

**SITUATIONAL THEORY OF LEADERSHIP:** A theory of leadership style which holds that each situation is different and requires a different approach, calling upon the leader to analyze the situation and take appropriate action to perform the necessary tasks. (HR LAP 36)

**SIZE DISCOUNTS:** Rate reductions offered to advertisers who buy larger sized advertising space units. (PR LAP 6)

**SKEWED:** Distorted. (PD LAP 7)

**SKILL:** The ability to perform a task that is developed through knowledge, training, and practice. (PD LAP 4, QS LAP 18, QS LAP 19, QS LAP 22)

**SKU CODE:** A two- to four-digit code number assigned to a stock keeping unit, or SKU. (DS LAP 3)

**SLIDING-SCALE RATE:** Discount rate structure offered by newspapers to advertisers willing to purchase a large volume of advertising space over a one-year period. (PR LAP 6)

**SLOGAN:** A phrase that is easy to remember. (PM LAP 12, PM LAP 14, PR LAP 7)

**SLOW/METHODICAL CUSTOMERS:** Customers who require a lot of time to make a purchase because of shyness or indecisiveness. (EI LAP 1, SE LAP 112)

**SMALL BUSINESS:** A business that employs 500 or fewer people. (PD LAP 4)

**SMALL-BUSINESS OWNER:** An individual who owns a business venture to generate income without intentions of growing or expanding the business. (PD LAP 4)

**SMALL-SCALE GOAL:** A medium-sized, short-term goal. (PD LAP 16)

**"SMART"GOAL:** A goal that helps you identify exactly what it is you want to achieve and know for sure when you've achieved it; made up of specific, measurable, attainable, results-oriented, and time-bounded goals (MP LAP 1, PD LAP 16)

**SMISHING:** Illegal activity that involves posing as a financial institution or other business and sending fraudulent text messages requesting personal information such as account numbers and passwords; similar to Internet phishing. (PR LAP 3)

**SMOOTHING:** Offering consumers a discount for purchasing products that otherwise would go to waste. (PM LAP 15)

**SNAIL MAIL:** A slang term used to describe the sometimes slow process of sending mail through the postal service. (BA LAP 3)

**SOCIAL AND CULTURAL ATTITUDES:** The belief and feelings of people in a society that cause them to act in certain ways (NF LAP 2)

**SOCIAL AWARENESS:** The ability to know and understand others' emotions. (EI LAP 16)

**SOCIAL CHANGES:** Shifts in the values, tastes, habits, composition, etc., of society. (HR LAP 8)

**SOCIAL MANAGEMENT:** The ability to respond effectively to others' emotions. (EI LAP 16)

**SOCIAL (AFFILIATION) NEEDS:** Desires to belong and to be accepted by various groups; third level of needs of Maslow's Hierarchy of Needs. (MN LAP 47)

**SOCIAL RESPONSIBILITY:** The duty of business to contribute to the well-being of society. (EC LAP 20, EC LAP 21)

Taking other people's needs, interests, and feelings into account and acting accordingly. (PD LAP 7)

**SOCIAL SECURITY (FICA):** A U.S. payroll tax paid into equally by employees and employers to fund federal programs for retirees, the disabled, and children of deceased workers. (NF LAP 1)

**SOCIAL SKILL:** A skill valued by people, such as manners. (QS LAP 24)

**SOCIALISM:** A modified command economic system in which government owns the basic means of production and allows private ownership of businesses as well. (EC LAP 17)

**SOCIETY:** A group of individuals who share an environment. (IM LAP 9, NF LAP 2)

**SOCIOLOGY:** The study of the effects a people's beliefs and values have on group interaction. (CD LAP 2)

**SOFT NEWS:** Information that does not need to be announced immediately because it will be of as much interest to the public later as it is now. (PR LAP 10)

**SOFTWARE:** Programs that instruct computers to perform specific operations. (BA LAP 3, RM LAP 4)

**SOLE PROPRIETORSHIP:** A business owned by one person who receives all the profits from the business and takes all the risks (BL LAP 1, BL LAP 2, EC LAP 3)

**S-O STRATEGY:** A marketing strategy that focuses on opportunities that are a good match with the business's strengths. (IM LAP 8)

**SPAM:** Junk e-mail that the recipient did not request and does not allow the recipient to request removal from the subscriber list; also known as Unsolicited Commercial E-mail. (BA LAP 3, BA LAP 5, PR LAP 3, PR LAP 13)

**SPAN OF CONTROL:** The measurement of how many workers are supervised by one manager (EC LAP 23)

**SPATIAL APTITUDE:** Abilities related to the use of space. (HR LAP 2)

**SPATIAL ORDER:** A way of organizing that arranges information according to physical space or geographical area. (QS LAP 9)

**SPECIAL EVENT:** Any happening arranged for a specific reason or occasion. (PR LAP 8)

**SPECIAL GIFT WRAP:** A variety of papers, ribbons, and enclosure cards available to the customer for an extra charge. (SE LAP 105)

**SPECIALIZATION:** The process of making the best use of resources in the production of goods and services. (EC LAP 7, EC LAP 18)

**SPECIALIZATION BY STAGE OF PRODUCTION:** A type of specialization that occurs when more than one stage is required to change a raw material into a finished product; different people are usually involved at the different stages of production. (EC LAP 7)

**SPECIALIZATION BY TASK:** Becoming highly skilled in one, very small portion of a job; division of labor. (EC LAP 7)

**SPECIALIZATION BY TRADE OR PROFESSION:** The type of work that you perform in order to earn a living; the most common type of specialization. (EC LAP 7)

**SPECIALIZED BUDGET:** A budget that reflects a particular department or activity of a company; specialized budgets are interrelated, often relying on one another for estimates of future activity. (FI LAP 3)

**SPECIALTY PRODUCTS:** Consumer goods and services with special or unique characteristics that customers are willing to exert special efforts to obtain. (EC LAP 10, PR LAP 1)

**SPECIALTY MEDIA:** A type of "other" media that features a business's logo, is useful, and is given away freely. (PR LAP 3)

**SPECIFICATION SHEET:** A written, detailed, precise description of a product; used mostly in showing information about the make up and performance of electronic equipment. (SE LAP 103)

**SPECIFICATIONS:** Standards that are established and described in detail; requirements. (DS LAP 5, OP LAP 2, QS LAP 19)

**SPECIFIC GOAL:** A goal that includes the details necessary to make sure you don't confuse it with another goal. (QS LAP 22)

**SPECIFIC PURPOSE:** In public speaking, a statement that describes exactly what the speaker wants to talk about and how s/he wants the audience to respond. (QS LAP 9)

**SPECTACULAR:** A type of out-of-home advertisement built to order and often designed with neon lights or moving parts. (PR LAP 3, PR LAP 6)

**SPECTATOR:** A type of fan who follows and watches a specific performer, athlete, team, or organization. (PR LAP 19)

**SPECTATORS:** Observers, or fans, of a sporting event. (BA LAP 8)

**SPECULATIVE RISKS:** Chances of loss that may result in loss, no change, or gain. (EC LAP 3)

**SPIDERS:** Software programs that visit web pages and provide information to search engines. (PR LAP 16)

**SPLIT BILL:** A form of cash-related fraud in which the ends of a large-denomination bill are cut off and glued to the ends of a small-denomination bill to make it appear more valuable. (RM LAP 4)

**SPLIT-RUNS:** Printing technique that allows publishers of magazines to print different advertisements for the same product in alternating copies of the publication. (PR LAP 6)

**SPONSOR:** A business, individual, or organization that pays the costs of promotion. (PR LAP 8, QS LAP 19)

The exchange of money, goods, or services between businesses or organizations for public recognition. (PR LAP 17)

**SPONSORS:** Businesses or organizations that pay to associate their names or products with a sporting event. (BA LAP 8)

**SPONSORSHIP:** An agreement that allows a company to pay a fee to a team or an event for the right to affiliate itself with that team or event. (PM LAP 12)

The provision of financial or other support to an entity in exchange for public exposure. (PR LAP 17)

A partnership in which a company pays a fee to affiliate itself with a team, league, or event. (SE LAP 127)

**SPONSORSHIP EXPLOITATION:** A sponsor's commitment to promoting the team, league, or event by investing in advertising and promotion. (SE LAP 127)

**SPONSORSHIP FEE:** A sponsor's initial payment or investment to enter into a marketing partnership with a team, league, or event. (SE LAP 127)

**SPONSORSHIP MANAGEMENT:** In event marketing, an activity that involves securing corporate funding for an event's promotions costs or consulting with corporations to find events that reach the company's target audience. (PD LAP 6)

**SPONTANEOUS:** Arising from a genuine, natural impulse without external influence. (QS LAP 13)

**SPORT MARKETING:** The process of planning and executing the conception, pricing, promotion, and distribution of sports ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. (PD LAP 6, PM LAP 13)

**SPORTING EVENT:** An intangible, perishable experience; the athletes; the facility. (BA LAP 8)

**SPORTING GOODS:** Tangible, manufactured products that are sold and used within the sports industry. (BA LAP 8)

**SPORTS BROADCASTING ACT OF 1961:** Allows professional sport leagues to pool their broadcasting rights and sell them as a package to television networks. (BA LAP 10)

**SPORT/EVENT ENTITY:** An athlete, team, league, or event on a local, regional, national, or international level. (PR LAP 17)

**SPORTS MARKETING:** The process of planning and executing the conception, pricing, promotion, and distribution of sports ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. (BA LAP 8)

**SPOT CHECK:** *See Random Check.* (DS LAP 5)

**SPRAIN:** An injury to muscles or joints caused by stretching or tearing of the ligaments. (RM LAP 3)

**SPREAD:** An advertisement placed on two facing pages in print media. (PR LAP 6)

**SPREADSHEET:** A grid that shows information (usually numerical) in a logical format. (EC LAP 19)

**STABILITY STRATEGY:** A marketing strategy designed to keep market share the same (MP LAP 1)

**STAFF AUTHORITY:** Advisory authority, often without the ability to enforce or take action (EC LAP 23)

**STAFF SPECIALISTS:** Permanent employees hired specifically to plan, design, and deliver sales training programs. (SE LAP 123)

**STAFFING:** The management function of finding workers for the business. (SM LAP 3)

A human resources management activity that involves recruiting, interviewing, hiring, orienting, and dealing with job changes for a company's employees. (HR LAP 35)

**STAKEHOLDERS:** Those who benefit from a project or from investing in a project. (QS LAP 28)

A person who is invested in a project's success or failure (EI LAP 19)

People or businesses who are affected by a company's success or failure. (EC LAP 21, SE LAP 129)

**STANDARD OF LIVING:** The general conditions in which people live; quality of life (EC LAP 1, EC LAP 8, EC LAP 9, EC LAP 11, EC LAP 18, MK LAP 1, MK LAP 4)

**STANDARDIZATION:** The organization of work so that it is always done in the same way. (EC LAP 18)

**STANDARDS:** Specifications or statements that are used as a basis for comparing or judging goods or services. (PM LAP 8)

**STANDING ROOM ONLY CLOSE (SRO):** A closing technique in which the salesperson creates a sense of urgency to buy, by mentioning that the item being presented is one-of-a-kind or in limited supply. (SE LAP 107)

**STAPLE ITEM:** Frequently purchased item that businesses keep on hand continuously because the demand for them is constant. (DS LAP 3, EC LAP 10, IM LAP 3)

**STARBURSTING:** a brainstorming technique that involves using a star-shaped diagram to ask and answer basic questions about an issue or situation (PM LAP 11)

**START-UP COSTS:** All of the expenses involved in setting up a new business or introducing a new product to the market. (IM LAP 3)

**START-UP MONEY:** Funds used to bring a business into operation. (FI LAP 6)

**STATE "COOLING-OFF LAWS":** State regulations that allow consumers to cancel contracts with door-to-door salespeople within a certain number of days. (SE LAP 121)



**STATEMENT OF FINANCIAL REQUIREMENTS:** An estimate of start-up costs for a new business and the sources of those funds. (BA LAP 2)

**STATISTICS:** Information presented in numerical form. (CD LAP 2)

**STATUS QUO:** The way things are right now. (EI LAP 10, QS LAP 23, QS LAP 27)

**STEALING:** Taking something that belongs to someone else with no intention of returning it. (HR LAP 19)

**STEREOTYPE:** A set image or an assumption about a person or thing. (EI LAP 11, EI LAP 12, HR LAP 11, HR LAP 24)

**STIMULUS:** Anything that evokes or triggers a response. (EI LAP 14)

**STIMULUS CONTROL:** Finding ways to avoid or limit the triggers that cause stress. (EI LAP 14)

**STOCK:** Shares or units of ownership in a corporation (BL LAP 2)

**STOCK HANDLING:** The loading, unloading, and handling of goods. (DS LAP 1)

**STOCK OVERAGE:** A larger amount of stock than the business is able to sell. (DS LAP 3)

**STOCKHOLDERS:** Owners of stock; also known as shareholders. (BL LAP 1, FI LAP 5)

**STOCKKEEPING UNIT:** Each item or group of items in a unit control system; called an SKU. (DS LAP 2, DS LAP 3, DS LAP 6)

**STOCKOUT:** A situation in which there is no stock of an inventory item(s) on hand. (DS LAP 2, DS LAP 3)

**STOCKOUT COSTS:** Costs associated with running out of needed inventory; considered in terms of lost money and sales, lost productivity, and lost customer satisfaction (OP LAP 3)

**STOCKPILING:** Maintaining a large inventory. (EC LAP 14)

**STOCKTURN:** The number of times stock is sold in a given period of time. (DS LAP 3)

**STORE WRAP:** A simple gift wrap provided for customer purchases without charge. (SE LAP 105)

**STRAIGHT SILHOUETTE:** A specific shape of a garment or outfit that often makes a person look taller and thinner. (PD LAP 5)

**STRAIGHTFORWARD:** Direct; open and honest. (HR LAP 19)

**STRAIN:** An injury to muscles or tendons caused by stretching or overexerting. (RM LAP 3)

**STRATEGIC ALLIANCE:** See joint venture (EC LAP 22)

**STRATEGIC MANAGEMENT:** The process of planning, controlling, and organizing an organization or department. (EC LAP 19, HR LAP 35)

**STRATEGIC PLANNING:** Long-range planning (three to five years) for the company as a whole. (HR LAP 35, IM LAP 8, NF LAP 2, OP LAP 2, SM LAP 1, SM LAP 3)

**STRATEGIC POSITION:** How a business measures up in relation to other businesses in the industry; can involve the image or impression of a business or organization. (EC LAP 19)

**STRATEGIES:** Plans of action for achieving goals and objectives. (EC LAP 19, IM LAP 7, MP LAP 2, SM LAP 1, SM LAP 3)

**STRATEGY-ORIENTED DECISION PROBLEM:** A decision problem aimed at answering “how?” or “which?” (IM LAP 13)

**STREAMING MEDIA:** Sound, video, or animations that play in real time. (PR LAP 13)

**STRENGTH:** Any resource or capability your business has that can help you gain a competitive advantage in your industry. (IM LAP 8, NF LAP 2)

**STRENGTHS:** Positive habits and qualities. (EI LAP 17, QS LAP 16)

**STRESS:** A mental, physical, or emotional feeling of pressure or tension. (HR LAP 4, PD LAP 2, QS LAP 4, RM LAP 2)

**STRIKE:** A union strategy in which employees stop working and leave their jobs (EC LAP 5)

**STRIKEBREAKERS:** A company pressure strategy in which the company hires non-union members to work while union members are on strike (EC LAP 5)

**S-T STRATEGY:** A marketing strategy that focuses on using a business’s strengths to overcome its threats.  
(IM LAP 8)

**STRUCTURED RELATIONSHIP:** A type of relationship characterized by rules, well-defined positions, and clear lines of authority; e.g., work relationships. (HR LAP 1)

**STYLE MANUAL:** A reference book of guidelines for news writing. (PR LAP 10)

**SUBCHAPTER “S” CORPORATION:** A type of corporation that is limited to 75 or fewer shareholders, has limited shareholder liability, and requires little financial reporting; taxed as a partnership; also known as an “S” corporation. (BL LAP 1)

**SUBCULTURE:** A secondary group within a dominant culture. (EI LAP 11)

**SUBHEADLINE:** Text that continues or clarifies the thought expressed in the headline; usually positioned below the headline and set in slightly smaller type size. (PR LAP 7)

**SUBJECT LINE:** The location within an e-mail that indicates what the message is about. (PR LAP 14)

**SUBORDINATES:** Lower-ranking members of an organization who are required to report to higher-ranking supervisors and managers. (HR LAP 36)

**SUBSIDIARY:** A company that is entirely controlled by a parent company (MP LAP 1)

**SUBSIDY:** Government financial help given to a business. (EC LAP 16, MN LAP 43, NF LAP 2)

**SUBSISTENCE:** Existence at a level that barely supports life. (EC LAP 17)

**SUBSTITUTE GOODS:** Items that can be used in place of others; items that satisfy the same needs/wants; similar goods. (EC LAP 11)

**SUBSTITUTE ITEMS:** Goods or services other than the original request that are suggested by a salesperson when the salesperson does not have the item requested or when the salesperson recognizes the customer's true needs. (SE LAP 117)

**SUBSTITUTE PRODUCTS:** Two different products that satisfy the same need (NF LAP 2)

Goods and/or services that can be used in place of others; items that satisfy the same needs/wants (PM LAP 11)

**SUBSTITUTION EFFECT:** A phenomenon that occurs when changes in relative prices cause buyers to replace the purchase of one product with another (EC LAP 12)

**SUBTLE:** Hardly noticeable. (SE LAP 101)

**SUGGESTING OWNERSHIP CLOSE:** A closing technique in which the salesperson stresses the enjoyment or the benefits the prospect will enjoy from owning a product. (SE LAP 107)

**SUGGESTION SELLING:** A sales technique in which the salesperson attempts to increase the customer's purchase by recommending additional items after the original decision to buy has been made. (PR LAP 13, SE LAP 119, SE LAP 126, SE LAP 130)

**SUGGESTION SYSTEM:** A written communication method in which employees can submit to management their ideas for changes or improvements in the business. (MN LAP 54)

**SUMMARY CLOSE:** A closing technique in which the salesperson reviews a product's features and benefits at the conclusion of the presentation. (SE LAP 107)

**SUPERIOR ATTITUDE:** Outlook of people who seem to believe that they are better than the people around them; tend to be very self-confident and dominant in groups. (HR LAP 9)

**SUPERVISE:** Oversee and direct the activities of others. (QS LAP 18)

**SUPERVISOR:** An employee who oversees other employees. (EC LAP 19)

**SUPERVISORY MANAGEMENT:** First-line management. (SM LAP 3)

**SUPPLIERS:** Vendors; businesses from which other businesses buy goods or services. (EC LAP 2, HR LAP 4, IM LAP 7, OP LAP 2)

**SUPPLIES:** Industrial goods that are constantly being purchased and used up in the operation of a business. (EC LAP 10)

**SUPPLY:** The quantity of a good or service that sellers are able and willing to offer for sale at a specified price in a given time period. (EC LAP 11, EC LAP 12, EC LAP 14, EC LAP 17)

**SUPPLY PRICE:** The minimum price producers are willing and able to receive for a product (EC LAP 12)

**SUPPORT SERVICES:** Technical or complicated activities that project members cannot do themselves. (QS LAP 19)

**SUPPORT SYSTEM:** A network of individuals and/or organizations who offer assistance to those in need of advice and information. (PD LAP 4)

**SURETY BOND:** A guarantee that protects a business when another person or business fails to fulfill the terms of a contract between them. (EC LAP 3)

**SURGE PROTECTORS:** Devices used to prevent excessive bursts of electricity from damaging computers. (BA LAP 2)

**SURVEY:** A marketing-research method that involves asking consumers questions in order to learn their opinions and the reasons behind those opinions. (IM LAP 5)

**SURVEY OF BUYER INTENTIONS:** A qualitative sales forecasting method that gathers information about consumers' plans to purchase. (IM LAP 4)

**SUSPICIOUS CUSTOMERS:** Customers who doubt or question everything and may want facts and proof before being convinced something is true. (EI LAP 1, SE LAP 112)

**SWEEPSTAKES:** A game of chance in which a customer wins a prize. (PR LAP 18)

**SWOT ANALYSIS:** A marketing tool that investigates a business's strengths, weaknesses, opportunities, and threats, in an organized fashion. (IM LAP 8, MP LAP 1)

**SWOT MATRIX:** Table that displays the key issues in a SWOT analysis. (IM LAP 8)

**SYMPATHETIC STRIKE:** A union pressure strategy in which employees of one local union walk off the job to support another union that is on strike (EC LAP 5)

**SYMPATHY:** The ability to recognize another person's feelings; feeling sorry for another person who has a problem or has suffered misfortune. (EI LAP 12)

**SYNECTICS:** A creative-thinking process that involves making connections through the use of analogies and metaphors. (PM LAP 11)

---

## T

---

**TABLE OF CONTENTS:** The portion of a document in which the sections are listed with their page numbers for easy access (SM LAP 1, SM LAP 2)

**TABOO:** Something that is forbidden or avoided due to cultural beliefs (PM LAP 6)

**TACT:** The ability to do or to say the right thing in any circumstances. (EI LAP 12, HR LAP 19, SE LAP 114)

**TACTICAL PLANNING:** Short-range planning (one year) of specific actions the business will take. (SM LAP 3)

**TACTIC(S):** Specific actions that will be used to carry out strategies. (EC LAP 19, IM LAP 7, MP LAP 2)

A plan for accomplishing a specific goal (NF LAP 2)

**TAG LINE:** A slogan used in an advertisement. (PR LAP 7)

**“TAKE-WITH”:** A purchase that the customer carries from the store. (SE LAP 105)

**TAMPERING:** Adjusting something that you have no right to adjust; e.g., a competitor’s product. (SE LAP 129)

**TANGIBLE:** Capable of being touched, smelled, tasted, seen, or heard. (EC LAP 10, EC LAP 13, OP LAP 4, PM LAP 15, PM LAP 16, QS LAP 13, QS LAP 19, SE LAP 117)

**TANGIBLE ITEM:** Any item capable of being touched, smelled, tasted, seen, or heard. (CD LAP 2, PM LAP 13)

**TARGET AUDIENCE:** A group of consumers who are the most likely prospects for a good, service, image, or idea. (PR LAP 5, PR LAP 9, PR LAP 18)

**TARGET MARKET:** The particular group of customers a business seeks to attract (CM LAP 2, CR LAP 1, EC LAP 22, IM LAP 9, IM LAP 13, MK LAP 1, MK LAP 2, MP LAP 1, PI LAP 3, PI LAP 7, PM LAP 3, PM LAP 16, PM LAP 17, PR LAP 1, PR LAP 2, PR LAP 3, SE LAP 127, SM LAP 1, SM LAP 2)

**TARGET MARKETING:** The identification and selection of markets for a business or for a product. (IM LAP 9, PR LAP 13)

**TARGET RETURN:** *See Return on Sales.* (PI LAP 3)

**TARIFF:** A tax on imported goods; also called duty. (EC LAP 4, EC LAP 16)

**TASK:** Work assigned to an individual to complete a project. (QS LAP 19)

**TASK UTILITY:** Usefulness created by altering or changing the characteristics of a service (or task) to make it more useful to the consumer. (EC LAP 13)

**TAX HAVEN:** A country that offers low or no tax rates (EC LAP 22)

**TAX RECORD:** A document about monies that individuals or businesses must pay to the government. (NF LAP 1)

**TAXES:** Monies that individuals or businesses must pay to the government. (EC LAP 2, FI LAP 6)

**TEAM-BUILDING:** The use of cooperative efforts among employees and management to accomplish company goals and objectives. (MN LAP 40)

**TEAM VISION:** A smaller, more specific vision that complements the organizational vision. (EI LAP 13)

**TEAMWORK:** Cooperative effort of two or more people; working together to reach a common goal. (EI LAP 13, MN LAP 55, QS LAP 6)

**TECHNICAL JARGON:** The specialized language of a trade. (SE LAP 114)

**TECHNICAL SKILLS:** The ability to acquire systematic, specialized applications to accomplish business objectives. (PD LAP 4)

Ability to understand the specialized aspects of jobs. (SM LAP 3)

**TECHNOLOGICAL CHANGES:** Developments, breakthroughs, and other changes in the scientific applications to business objectives or the methods used to obtain those objectives. (HR LAP 8)

**TECHNOLOGY:** Scientific applications to business objectives or the methods used to attain those objectives. (CD LAP 2, EC LAP 14, EC LAP 19, PM LAP 1)

**TELEMARKETING:** Advertising medium grouped with “other” media that utilizes telephone service to promote a product either by phoning prospective customers or providing a number for them to call. (MN LAP 55, PR LAP 3)

**TELEPHONE INTERVIEW:** Surveying individuals via phone to obtain research data (IM LAP 5)

**TENTATIVE AGREEMENT:** An agreement between union leaders and company representatives that has not yet been approved by the union members (EC LAP 5)

**TERMINATION-AT-WILL POLICY:** A policy that allows for the discharge of any employee without cause, provided there is no legal restriction or contract which applies to the situation. (MN LAP 53)

**TERMS:** Specific points that reveal each party’s expectations and responsibilities in a negotiation agreement. (EI LAP 8, QS LAP 3)

**TERMS-OF-SALE POLICIES:** Guidelines covering the aspects of a sale with which customers are usually most concerned, through price, delivery, credit, discount, and guarantee policies. (SE LAP 121)

**TERRORISM:** Threat of violence. (EC LAP 3)

**TEST MARKETING:** The process of introducing a new product to a limited market to determine what its acceptance will be. (IM LAP 5, PM LAP 17)

**TESTIMONIAL:** A statement by an identified user of a product proclaiming the benefits received from the use of the product. (PM LAP 13, PR LAP 7, PR LAP 9, SE LAP 103)

**THE TESTIMONIAL:** Method of answering objections in which the salesperson uses a neutral third party who has tried the product as an example; also called third-party method. (SE LAP 100)

**TEXT EDITOR:** A computer program that is capable of manipulating words. (PR LAP 13, PR LAP 14)

**THEORY X MOTIVATION:** An authoritative, traditional view of motivation in which workers were viewed as preferring direction, having little ambition, avoiding responsibility, and wanting security. (MN LAP 47)

**THEORY Y MOTIVATION:** A humanistic view of motivation that recognizes a new breed of employees who are concerned with the ultimate meaning and social value of their work and its consequences. (MN LAP 47)

**THESAURUS:** An indexed book of synonyms. (PR LAP 9)

**THESIS:** A single, complete statement of the main idea of an essay or presentation. (QS LAP 9)

**THINK TANKS:** Groups of people whose job it is to work with ideas for new products and solutions. (PD LAP 2)

**THIRD-PARTY AGREEMENT:** Legal or financial arrangement in which two companies do business through (or using) a third company. (SM LAP 1)

**THREAT:** Any unfavorable situation in the environment surrounding your business. (IM LAP 8, NF LAP 2)

**THREE-CLICK RULE:** A web-design principle that states that visitors should be able to find what they are looking for within three clicks. (PR LAP 15)

**THOUGHT STOPPING:** A positive-thinking technique that involves blocking negative thoughts and replacing them with positive ones. (EI LAP 3)

**THUMBNAIL:** An image that has been reduced in size. (BA LAP 5)

**TICKET SCALPING:** Reselling tickets for more than their face value. (BA LAP 10)

**TICKET MANAGEMENT:** In sport/event marketing, an activity that involves coordinating the box office staff and keeping detailed ticket sales records. (PD LAP 6)

**TICKLER CONTROL:** A rotating system of counting portions of stock at regular intervals. (DS LAP 3)

**TIE-IN SALES:** An illegal practice in which the purchase of an additional product is mandatory. (SE LAP 129)

**TIME-BASED DISCOUNT:** A discount that is based on the period of time a buyer has to pay an invoice in order to receive the discount. (PU LAP 3)

**TIME-BOUNDED GOAL:** A goal that has a set time limit; a goal that has a distinct beginning and ending. (QS LAP 22)

**TIME DECISION:** The decision a customer makes on when to buy. (SE LAP 108)

**TIME LOG:** A detailed record of how you spend your time. (OP LAP 1, QS LAP 21)

**TIME MANAGEMENT:** The process of controlling events in order to accomplish priorities. (QS LAP 18)

How people use the 24 hours in their day. (OP LAP 1, PD LAP 14, QS LAP 18, QS LAP 21)

**TIME SMOOTHING:** The process of determining “prime” and “nonprime” hours for a service and pricing accordingly. (PI LAP 7)

**TIME STANDARDS:** Established specifications that monitor the amount of time needed to complete specific business activities. (PM LAP 8)

**"TIME THIEVES":** Things that steal your time, such as procrastination and interruptions. (OP LAP 1, PD LAP 14, QS LAP 21)

**TIME UTILITY:** Usefulness created when products are made available at the time they are needed or wanted by consumers or to complete specific business activities. (DS LAP 1, EC LAP 13)

**TIMING:** In the production process, determining when materials will arrive at a certain destination and how long they will stay there (OP LAP 3)

**TITLE:** Right of ownership or a document showing the right of ownership. (FI LAP 2)

**TITLE SPONSORSHIP:** A partnership in which the sponsor's name precedes the event's name, such as The FedEx Orange Bowl. (SE LAP 127)

**TO-DO LIST:** A list of activities that an individual plans to accomplish during a certain period of time. (OP LAP 1, QS LAP 21)

**TOLERANCE:** The capacity to accept deviation from the norm. (HR LAP 4)

**tone of voice:** The specific pitch or quality of the voice used in speaking. (HR LAP 20)

**TOP-DOWN APPROACH:** Starting the sales forecast process by preparing an overall forecast for the entire company; also called breakdown approach. (IM LAP 4)

**TOP-LEVEL DOMAIN NAMES:** The three-letter extensions that come after the dot in a web address (e.g., .com, .biz, or .org). (PR LAP 15)

**TOP-LEVEL MANAGEMENT:** All managers who are responsible for the operation of the company or a business. (SM LAP 3)

**TOPICAL ORDER:** A way of organizing that puts information into related sub-categories, such as order of importance, pros and cons, and alphabetical or numerical order. (QS LAP 9)

**TOSS-IT BACK:** Method of answering objections in which the salesperson turns the customer's objection into a valid reason for buying; also called boomerang method. (SE LAP 100)

**TOTAL AUDIENCE PLANS:** Radio discount rate plan that offers advertisers reduced rates for purchasing a minimum number of time slots across days and day parts. (PR LAP 6)

**TOTAL CASH AVAILABLE:** The amount of cash a business has available to spend each month. (FI LAP 6)



**TOTAL COSTS:** All of a business's costs, both fixed and variable. (PI LAP 3, PI LAP 4)

**TOUCH POINTS:** All the opportunities that businesses have to connect with customers and reinforce their brand value. (CR LAP 1, CR LAP 2, MK LAP 3, PM LAP 10)

**TRADE AGREEMENTS:** Agreements between nations that provide for favorable trade relations. (EC LAP 4)

**TRADE ASSOCIATION:** A group of persons in the same industry or geographic area who form a society to solve their common problems. (CD LAP 1, FI LAP 3, PM LAP 8)

**TRADE CENTERS:** Offices and display rooms set up by a government in foreign cities. (EC LAP 4)

**TRADE CHARACTER:** A brand mark that has been personified and made to seem lifelike. (PM LAP 6)

**TRADE DEFICIT:** An unfavorable balance of trade in which a nation's imports are greater than its exports. (EC LAP 1, EC LAP 4)

**TRADE DISCOUNT:** A deduction from the list price of goods for performing certain marketing activities; a function-based discount. (PU LAP 3)

**TRADE DRESS:** A particular type of trademark that protects the distinctiveness of the appearance and image of a good or service. (PM LAP 14)

**TRADE-IN ALLOWANCE:** A price reduction offered for selling back an old model of the product being purchased. (EC LAP 13)

**TRADE INDUSTRIES:** Businesses that buy and sell goods to others; retailers and wholesalers. (EC LAP 20)

**TRADE MISSION:** A group of volunteer businesspeople sponsored by the government to inform exporters about foreign markets. (EC LAP 4)

**TRADE NAME:** The name that is used to identify a company or an organization. (PM LAP 6)

**TRADE-OFF:** Giving up all or a part of one thing in order to get something else. (EC LAP 6)

**TRADE PUBLICATION:** Journals or magazines published by a particular industry for the businesses in that industry. (IM LAP 3)

**TRADE SECRET:** Undisclosed information within a particular business or industry. (NF LAP 1, NF LAP 3)

**TRADE SHOWS:** Events where businesses display and/or demonstrate their products to build sales leads and interest. (PD LAP 2)

**TRADE SURPLUS:** A favorable balance of trade when a nation's exports are greater than its imports. (EC LAP 1, EC LAP 4)

**TRADE TALKS:** Meetings between nations to discuss improving economic relations. (EC LAP 4)

**TRADE UNION:** See craft union (EC LAP 5)

**TRADEMARK:** A symbol, design, or word used by a producer to identify a good or service and registered with the government to prevent use by others. (BA LAP 5, FI LAP 6)

A word, name, symbol, or device used by a manufacturer or merchant to identify and distinguish its goods from those manufactured and sold by others. (BA LAP 10, PM LAP 14)

A brand that is owned by a business; designated by the symbol. <sup>TM</sup> (PM LAP 6)

**TRADEMARK INFRINGEMENT:** The reproduction, counterfeiting, copying, or imitation, in commerce, of a registered mark. (BA LAP 10, PM LAP 14)

**TRADEMARKED PROPERTY:** A symbol, design, or word used to identify a good or service and registered with the government to prevent use by others. (PM LAP 12, PM LAP 14)

**TRADING AREA:** The territory in which a firm conducts business. (IM LAP 4)

**TRADING-DOWN:** Selling a lower price line than the original request because it would meet the customer's real needs. (SE LAP 103, SE LAP 111)

A product-mix strategy in which a business adds a lower priced product or product line to its product mix. (PM LAP 3)

**TRADING-UP:** A sales technique in which the salesperson suggests a higher priced product than the one originally requested by the customer. (PI LAP 1, PM LAP 3, SE LAP 103, SE LAP 110, SE LAP 111, SE LAP 114)

A product-mix strategy in which a business adds a higher priced product or product line to its product mix. (PM LAP 3)

**TRADITION:** A custom or repetitive action that is established over time. (PR LAP 19)

**TRADITIONAL:** Established over a period of time; customary. (EC LAP 14)

**TRADITIONAL ECONOMY:** An economic system in which people produce only what they must have in order to exist; all economic decisions are based on habit and tradition. (EC LAP 17)

**TRAFFIC PATTERNS:** The usual routes or pathways individuals follow as they move about. (RM LAP 2)

**TRAINING:** Teaching or developing a specific skill. (MN LAP 42, MN LAP 50)

**TRAINING OBJECTIVES:** Goals intended to guide the development of sales training programs. (SE LAP 123)

**TRAIT THEORY OF LEADERSHIP:** A theory of leadership style which holds that select individuals are born with all of the traits and characteristics that are necessary to lead. (HR LAP 36)

**TRAITS:** Personal characteristics, expressed by a regular pattern of behavior, that become a part of you, over time. (EI LAP 9, PD LAP 4)

**TRANSACTION:** A business activity such as a sale, a purchase, or a return. (FI LAP 5)

**TRANSACTION FEE:** A charge to a merchant that results when customers pay by credit card. (PR LAP 15)

**TRANSFER PAYMENTS:** Monies paid by the government in which no goods or services are received in exchange, such as Social Security payments, welfare benefits, veterans' benefits, disaster aid, and other similar payments. (EC LAP 1)

**TRANSFORMATION:** A change in the shape or appearance of an object. (OP LAP 2)

**TRANSIT POSTER:** A form of out-of-home advertisement found in various modes and locations of mass transportation. (PR LAP 3)

**TRANSITIONS:** Words or sentences that connect or identify the parts of an oral presentation. (QS LAP 9)

**TRANSPARENCY:** The quality of being just as one seems; trustworthy. (EI LAP 6, QS LAP 14)

**TRANSPORTATION:** The act of moving anything from one place to another or the method by which it is moved, e.g., rail carriers, motor carriers, water carriers, pipelines, and air carriers. (DS LAP 1)

**TRASH COMPACTORS:** Machines that compress paper, cartons, etc. for easier disposal or removal. (RM LAP 2)

**TRAVEL AND ENTERTAINMENT CARD:** A type of credit card frequently used by travelers to pay bills in restaurants, clubs, hotels, and motels, e.g., Diners Club. (FI LAP 2)

**TREND(S):** The general direction(s) in which people or events are moving. (EC LAP 18, IM LAP 5, PD LAP 4, PM LAP 11)

**TRENDSETTER:** One who is a leader in introducing new styles or movements. (SE LAP 112)

**TROUGH:** The phase of the business cycle considered the low point of economic activity; characterized by high rates of unemployment and business failures (EC LAP 9)

**TRUE COMPLAINT:** An honestly felt dissatisfaction by the customer. (HR LAP 23)

**TRUST:** The ability to rely on the character, integrity, or truthfulness of something or someone. (EI LAP 4)

**TRUSTWORTHINESS:** Reliability; the quality of deserving others' confidence. (PD LAP 15, QS LAP 8)

**TRUSTWORTHY:** Reliable; deserving the confidence of others. (EI LAP 16, HR LAP 19)

**TRUTH-IN-LENDING ACT:** A federal law that protects consumers who use credit and makes it easier for them to compare the terms of different credit systems; also known as Consumer Credit Protection Act. (FI LAP 1, FI LAP 2, SE LAP 121)

**TRY IT:** Method of answering objections in which the salesperson allows the customer to actually try out the product before buying it. (SE LAP 100)

**TURNOVER RATE:** The number of times inventory sells, or turns, during a particular period of time. (DS LAP 2)

**TYING AGREEMENT:** An illegal agreement requiring a customer to buy other products in order to obtain desired goods and services. (EC LAP 8)

## U

**U.S. CHAMBER OF COMMERCE:** A national organization that gathers and compiles business's views on national issues and problems affecting the economy and reports them to the U.S. government. (RM LAP 4)

**ULTIMATE CONSUMER:** Anyone who personally uses a good or service to satisfy his/her own wants. (CM LAP 1, CM LAP 2, EC LAP 10)

**ULTIMATE CONSUMPTION:** The process or activity of using goods and services for personal use. (SE LAP 117)

**ULTIMATE CUSTOMER(S):** People who personally use a good or service to satisfy their own wants. (CD LAP 2, CM LAP 2, PR LAP 1)

**UNAUTHORIZED SUBSCRIPTIONS:** A situation in which individuals have unknowingly or unwillingly been signed up to receive or gain access to electronic information. (PR LAP 13)

**UNCERTAINTY:** The quality or state of not being clearly identified or defined. (QS LAP 27)

**UNCOUNTED PRODUCTION:** Goods and services that are not counted in GDP because money is not paid for them. (EC LAP 1)

**UNDECIDED CUSTOMER:** A type of customer who feels a need or want for something but does not know the exact good or service. (SE LAP 101, SE LAP 114)

**UNDERCOVER SHOPPERS:** Security personnel hired by the business to pose as customers in order to detect employee dishonesty. (RM LAP 4)

**UNDERGROUND ECONOMY:** An economy that involves transactions in which money changes hands, but no receipts are kept. (EC LAP 1)

**UNDERSTANDING:** Grasping the meaning; comprehending. (EI LAP 12)

**UNDERSTOCKS:** Inadequate amounts of stock on hand to meet consumers' needs. (IM LAP 4)

**UNDERSTUDY:** An instructional method in which a manager or supervisor has been specifically designated as the person to succeed his/her superior and is learning the job-knowledge skills from that person. (MN LAP 50)

**UNEMPLOYMENT RATE:** The percentage of the workforce that is unemployed (NF LAP 2)

**UNETHICAL:** Lacking morals; wrong. (EC LAP 21, EI LAP 4)

**UNIFORM COMMERCIAL CREDIT CODE (UCCC):** A set of credit laws drawn up to give states a model to follow in writing their own sets of credit laws. (FI LAP 2)

**UNIFORM LIMITED PARTNERSHIP ACT:** United States legislation that serves as a guide for legally formulating a limited partnership agreement (BL LAP 2)

**UNIFORM PARTNERSHIP ACT:** United States legislation that serves as a guide for legally formulating a general partnership agreement (BL LAP 2)

**UNION SECURITY:** An agreement under which a union may or may not require company employees to join the union or pay dues (EC LAP 5)

**UNION SHOP:** A union security agreement in which employees are required to join the union after their probationary period. (EC LAP 5)

**UNIQUE BENEFIT:** Exclusive, the only one of its kind; a benefit competitor's good or service does not possess. (SE LAP 113)

**UNIQUE SELLING PROPOSITION:** A one-of-a-kind attribute of a product or brand that separates it from the competition. (PM LAP 16)

**UNIT CONTROL:** A way of keeping track of inventory according to the number of physical units of stock. (DS LAP 2, DS LAP 4)

**UNIT INVENTORY CONTROL:** A system of keeping track of inventory according to the actual number of units of stock. (DS LAP 3)

**UNIT OF ANALYSIS:** The entity or element that is being studied in market research (e.g., individual, household, etc.) (IM LAP 13)

**UNIT OPEN-TO-BUY:** The number of units of stock a business can buy in a given period of time. (DS LAP 3)

**UNIT PRICING:** A pricing technique in which consumers are given the price per unit (pound, ounce, etc.) for products. (PI LAP 3)

**UNIT PRODUCTION:** The production of one item at a time or items in small quantities. (OP LAP 4)

**UNIT-SALES QUOTAS:** A type of sales-volume quota in which salespeople are evaluated on the number of products or physical units that they sell instead of on dollar volume. (SE LAP 118)

**UNITARY DEMAND:** A market situation in which changes in price create proportionate changes in product sales. (PI LAP 7)

**UNITY OF COMMAND:** A principle that states that no employee should answer to more than one supervisor at a time (EC LAP 23)

**UNLIMITED LIABILITY:** Requirement that business owners be responsible for paying business debt; personal assets can be used to pay the debt. (BL LAP 1, BL LAP 2)

**UNORGANIZED PARTICIPANTS:** Players of sports that are not controlled by organizations or groups; do not follow rules. (BA LAP 8)

**UNREALISTIC:** Out of touch with reality or the facts. (QS LAP 10)

**UNSAFE ACTS:** Behavior or actions that may be harmful or cause harm. (RM LAP 2, RM LAP 3)

**UNSAFE CONDITIONS:** Physical or environmental hazards. (RM LAP 2, RM LAP 3)

**UNSECURED LOAN:** An amount of money borrowed by an individual or a business simply by signing a promissory note promising to repay the loan. (FI LAP 2)

**UNSOLICITED COMMERCIAL E-MAIL:** Electronic promotional messages from businesses that do not give the recipient the option of opting out; also known as UCE or spam. (PR LAP 13)

**UNSOUGHT PRODUCTS:** Consumer goods and services bought out of necessity or adversity rather than desire. (EC LAP 10)

**UPC LABEL:** Universal Product Code label encoded with product information such as price, brand, size, etc. to be read by an electronic scanner. (DS LAP 5)

**UPLOAD:** To transfer a file, data, or program from a peripheral computer to a central computer. (BA LAP 3)

**UP-SELLING:** A sales technique in which a higher priced product than the one originally requested by the customer is suggested. (PR LAP 13)

**URGENCY:** A pressing need. (QS LAP 23)

**URL:** Uniform Resource Locator; Web site address. (PM LAP 6)

**U.S. DEPARTMENT OF COMMERCE:** A federal agency that works in partnership with businesses, universities, communities, and workers to provide job creation and economic growth. (FI LAP 3)

**U.S. SMALL BUSINESS ADMINISTRATION:** A federal agency whose mission is to “maintain and strengthen the nation’s economy by aiding, counseling, assisting and protecting the interests of small businesses and by helping families and businesses recover from national disasters.” (FI LAP 3)

**USURY LAWS:** State legislation that establishes the highest interest rate that can be charged on credit contracts. (FI LAP 1)

**UTILITY:** Usefulness; capable of satisfying wants and needs. (EC LAP 11, EC LAP 13, SE LAP 117)

**UTILITY COSTS:** Charges for the use of electrical, gas, and water services. (FI LAP 6, OP LAP 5)

---

## V

**VAGUE:** Unclear. (SE LAP 110)

**VALID:** Based on fact; relevant. (EI LAP 15)

Measuring what the researcher intends to measure (IM LAP 5)

**VALUE:** The amount of satisfaction a good or service will provide a customer. (CM LAP 2, EC LAP 12, IM LAP 7, MP LAP 2, OP LAP 3, PI LAP 7)

**VALUE IN KIND (VIK):** In a sponsorship agreement, an arrangement in which the sponsor pays part or all of its fee with goods or services. (SE LAP 127)

**VALUE JUDGMENT:** A statement that reflects a person's opinion or evaluation of something. (QS LAP 29)

**VALUES:** The principles by which you live. (HR LAP 2, IM LAP 9, QS LAP 27)

**VALUING DIVERSITY:** Openly acknowledging differences and believing that they are assets instead of problems. (EI LAP 11)

**VARIABLE-COST MARGIN:** The amount of variable costs that apply to one unit; also called fixed-cost contribution. (PI LAP 4)

**VARIABLE COSTS:** Business costs that change according to changes in sales volume. (PI LAP 3, PI LAP 4, PI LAP 7)

**VARIABLE EXPENSES:** Business expenses that change according to changes in sales volume. (FI LAP 6)

**VARIANCE:** The difference between a budgeted amount and an actual amount. (FI LAP 3)

**VENDOR:** A supplier of goods, usually a wholesaler or distributor. (DS LAP 2, DS LAP 4, DS LAP 5)

**VENDOR COORDINATION:** In event marketing, an activity that involves organizing suppliers of goods or services who will be present at an event. (PD LAP 6)

**VENGEANCE:** Punishment in return for bad behavior, often in the terms of revenge or violent retribution. (PD LAP 7)

**VENTURE:** A business or business project; usually new. (SM LAP 1)

**VENTURE CAPITAL:** Invested money used for new business opportunities. (EC LAP 19, FI LAP 7)

**VENUES:** Buildings or places where sports and events occur. (PM LAP 15)

**VERBAL:** Communication involving the use of words. (SE LAP 114, QS LAP 13, QS LAP 24)

**VERBAL ASSERTIVENESS:** A confident attitude that involves the use of words. (EI LAP 18, QS LAP 4)

**VERBAL COMMUNICATION:** Communication that involves the use of words. (EI LAP 18, HR LAP 20, QS LAP 25)

**VERTICAL CONFLICT:** A type of channel conflict that occurs between channel members at different levels within the same channel. (CM LAP 2)

**VESTED INTEREST:** A personal concern about the outcome of a project, business venture, etc. (EC LAP 18)

**VICE VERSA:** In reverse order. (SE LAP 117)

**VIRTUAL SERVICES:** Services provided through a medium of communication (such as the Internet), rather than in person. (EC LAP 19)

**VIRTUAL WORKERS:** Human resources that perform work-related responsibilities over a network such as the Internet. (PR LAP 15)

**VIRUSES:** Programs designed to disrupt computer operations. (BA LAP 2, BA LAP 3, BA LAP 4, PR LAP 13)

**VISION:** The future you desire to create. (EI LAP 13, EI LAP 16, QS LAP 11, QS LAP 12, QS LAP 27)

**VISION (STATEMENT):** A summary of what a business owner wants a business to become. (EC LAP 19, PM LAP 10)

**VISUAL CONTROL:** Looking over stock to see what needs to be reordered. (DS LAP 3)

**VISUALIZE:** Imagine or picture in your mind. (QS LAP 22)

**VISUAL MERCHANDISING:** Display. (MK LAP 1, MN LAP 56)

**VISUAL SEARCH ENGINE:** Software program that searches the web looking for information pertaining to specified search terms and displays a list of results in graphic format. (BA LAP 5)

**VISUALIZATION:** The practice of imagining yourself in possession of a present or desired strength (an affirmation). (HR LAP 12)

**VISUALIZATION SKILLS:** The ability to imagine how different media will complement each other on the World Wide Web. (PD LAP 3)

**VOICE:** The way a person sounds when speaking, as described through volume, pitch, speed, and pronunciation; not the actual words or meaning. (QS LAP 9)

**VOLUME:** Degree of loudness. (HR LAP 20)

**VOLUME-BASED DISCOUNT:** A discount that is based on the quantity of a purchase. (PU LAP 3)

**VOLUNTEER:** Individual who donates time to complete a project. (QS LAP 19)

**VOLUNTEER COORDINATION:** In event marketing, an activity that involves delegating responsibility and assigning workers where they are needed. (PD LAP 6)

**VOTING:** A decision-making method in which votes are counted for or against an alternative. (EI LAP 19, QS LAP 17)



---

## W

---

**WAGES:** Money payments for labor on an hourly, daily, or weekly basis (EC LAP 5, EC LAP 14)

**WAGNER ACT OF 1935:** A federal act that protects union employees by stipulating that employees may not be disciplined or discharged for engaging in union activities. (MN LAP 53)

**WALK-IN PROMOTIONS:** In sport marketing, a team or organization's attempt to communicate with and reward fans as they enter the sport venue. (PD LAP 6)

**WANT:** A desire for something that may or may not be required (EC LAP 10, EC LAP 13, SE LAP 103, SE LAP 109, SE LAP 112, SE LAP 114, SE LAP 117)

Desires (EC LAP 6)

**WAREHOUSING:** Placing goods in safe locations until they are needed or are ready to be sold. (DS LAP 1)

A career that involves placing goods in safe locations until they are needed or ready to be sold (CD LAP 2)

**WARRANTOR:** A person or business that provides a warranty to others (PM LAP 4)

**WARRANTY:** A promise made by the seller to the customer that the seller will repair or replace a product that does not perform as expected. (EC LAP 3, IM LAP 7, MP LAP 2, OP LAP 2, PM LAP 4, PP LAP 7, SE LAP 103, SE LAP 113, SE LAP 115, SE LAP 130)

**WEAKNESS:** Any limitation or shortcoming your business has that can keep you from achieving your objectives. (IM LAP 8, NF LAP 2)

**WEAKNESSES:** Negative habits and qualities. (EI LAP 16, QS LAP 16)

**WEAK PRODUCT:** A product whose sales and profitability are declining. (PM LAP 17)

**WEB AUTHORING SOFTWARE:** Programs that instruct computers on how to create and manage web pages. (PD LAP 3)

**WEB BUGS:** Invisible code that loads with a web page and tracks Internet behavior. (BA LAP 4)

**WEB CLASSIFIED ADS:** Promotional messages found in electronic versions of newspapers and magazines; also known as "want ads". (PR LAP 16)

**WEB DESIGN:** The creation of the visual elements that make web sites attractive to users. (PR LAP 15)

**WEB HOST:** A service that stores web pages on a server for a monthly fee. (PM LAP 9, PR LAP 14)

**WEB-HOSTING SERVICE:** An Internet Service Provider (ISP) that keeps businesses web pages up and running for a fee. (BA LAP 4)

**WEB RINGS:** A series of linked web pages that share a common theme. (PR LAP 16)

**WEB-SITE LOG FILES:** A collection of information that provides information about web-site visitors. (PR LAP 14)

**WEB-SITE MAINTENANCE:** The process of performing tasks that keep a web site up and running smoothly. (PM LAP 9)

**WELFARE STATE:** A government that provides multiple social programs such as free health care and education to its citizens (EC LAP 17)

**WEIGHTED COST PER THOUSAND (CPM):** A quantitative measure of the cost efficiency of a media vehicle calculated by determining the cost per thousand of a portion of the audience exposed to a promotional message. (PR LAP 5)

**WHEELER-LEA ACT:** An amendment to the Federal Trade Commission Act extending the FTC's authority to cover the advertising of foods, drugs, cosmetics, and medical devices. (PP LAP 7)

A federal law that prevents businesses from deceiving customers through pricing strategies. (PI LAP 7)

**WHISTLEBLOWER:** Someone who reports unethical behavior or actions. (EI LAP 4)

**WHITE SPACE:** Blank space in a print advertisement that is unoccupied by text or illustrations. (PR LAP 7)

**WHOLESALEERS:** Intermediaries who help to move goods between producers and retailers by buying goods from producers and selling them to retailers. (CM LAP 1, CM LAP 2, EC LAP 13, EC LAP 20, HR LAP 19, IM LAP 9, OP LAP 2, SE LAP 117)

**WHOLLY OWNED SUBSIDIARY:** A business entity completely owned and controlled by its parent company (EC LAP 22)

**WIDE SILHOUETTE:** A specific shape of a garment or outfit that makes a person look shorter and wider. (PD LAP 5)

**WIDTH:** A product mix dimension referring to the number of product lines carried by a company. (PM LAP 3)

**WILDCAT STRIKE:** A union pressure strategy in which local union employees refuse to work but do not have the consent of the national union (EC LAP 5)

**WIN-LOSE:** A negotiation outcome that results from the use of a combative or competitive negotiation style; one party gets everything s/he wants while the other party does not. (EI LAP 8)

**WIN-WIN:** A negotiation outcome in which both people benefit; often a result when using the collaborative negotiating style. (EI LAP 8, QS LAP 3)

**WIRELESS NETWORK:** A computer network connected without the use of wires or cables (NF LAP 3)

**WISH:** A hope or longing for something. (QS LAP 22)

**WITHDRAWAL:** A conflict response mode in which one or both parties exhibit passive behavior and express a low level of cooperation; also called ignoring. (EI LAP 7)

**W-O STRATEGY:** A marketing strategy that focuses on overcoming a business's weaknesses so that the business can pursue opportunities. (IM LAP 8)

**WORD-OF-MOUTH ADVERTISING:** Promotion and publicity for a business provided by customers who tell others of their satisfaction with the business. (SE LAP 115) will modify in SE 115 when it's updated

**WORD-OF-MOUTH STRATEGIES:** Promotion and publicity for a business provided by customers who tell others of their satisfaction with the business. (CR LAP 1, CR LAP 2)

**WORK-BASED LEARNING:** Education that occurs on the job as opposed to in a school environment. (PD LAP 3)

**WORK ETHIC:** Adhering to a standard of appropriate employee behavior. (EI LAP 4)

**WORK ORDER:** A written description of tasks that are to be completed by a specified time. (NF LAP 1)

**WORK TEAMS:** Employee groups who perform the same major functions, such as receiving clerks, markers, stockpersons, salespersons, etc. (MN LAP 40)

**WORKER PRODUCTIVITY:** The amount of work a worker can perform in a given period of time, e.g., customers served per hour. (EC LAP 18)

**WORKERS' COMPENSATION:** Insurance purchased by employers to provide benefits to employees who are injured on the job. (RM LAP 3)

**WORKING CAPITAL:** Cash available for the business to use, or put to work, in its day-to-day operations. (IM LAP 4)

**WORKING CAPITAL MANAGEMENT:** Management of a firm's current balance of assets and liabilities; involves accounts payable and receivable, inventory and cash. (FI LAP 7)

**WORKING CONDITIONS:** Job factors such as physical surroundings, equipment and supplies, recreational facilities, medical care facilities, parking facilities, and work schedules. (MN LAP 40)

**WORLD TRADE ORGANIZATION.** A global organization that deals with the rules of trade between nations; administers trade agreements and handles trade disputes. (EC LAP 4)

**WORLD WIDE WEB (WWW):** A vast collection of interconnected sites and files accessible through the Internet. (BA LAP 3)

**WOUND:** An injury of any kind. (RM LAP 3)

**WRAPPING:** A customer service that consists of adding an outer covering to customer purchases. (SE LAP 105)

**W-T STRATEGY:** A marketing strategy that focuses on ensuring that a business's weaknesses don't make it even more vulnerable to the threats it already faces. (IM LAP 8)

---

## Y

---

**YEN:** The currency used in Japan. (EC LAP 4)

**YES, BUT . . .:** Method of answering objections in which the salesperson tactfully acknowledges an objection and then courteously answers the objection without directly contradicting the customer. (SE LAP 100)

**YIELDING:** A conflict response mode in which one or both parties exhibit passive behavior and express a high level of cooperation. (EI LAP 7)

**YUAN:** The currency used in China. (EC LAP 4)

---

## **Z**

---

**ZERO-BASED BUDGETING:** A method of budgeting that requires a manager to demonstrate the need for every expense instead of relying on figures from a previous period; in effect, each new budget begins at zero. (FI LAP 3)

**ZONING:** The practice by some newspapers of printing special editions that are targeted to specific areas, or zones, within the circulation area. (PR LAP 6)

**ZONING REGULATIONS:** Laws governing the use of land (NF LAP 2)